US Army Corps
of Engineers

USACE
Fiscal Year 2003-2005
Consolidated
Command
Guidance

HQUSACE
July 2002

FOREWORD

The Fiscal Year 2003 (FY 03-05) Consolidated Command Guidance (CCG) is the Command's near-term blueprint for fulfilling our Vision. This year we will be operating using Project Management Business Process (PMBP) as we transform and become a truly learning organization.

PMBP is for everyone in USACE. Everything we do is a project, and every Corps employee is a member of a team(s). We can operate corporately and avoid limiting functional or "stovepipe" mindsets and approaches. PMBP is how we deliver quality projects. We are shifting to a team environment in part because people are our greatest asset. The synergy created with this team approach will enable us to be innovative, energetic problem solvers. With customers on our teams, we will be team focused rather than customer focused. PMBP is empowering—it lets teams make a difference and allows for teams to be visible and accountable for their work.

Invest in learning about PMBP, even if you already practice the principles of PMBP. Always refer to http://www.hq.usace.army.mil/pmbp/ for the latest on PMBP. Use PMBP to improve your work knowledge and quality. Our PMBP doctrine (ER 5-1-11) has changed over the last few years. I commend it to you for your review and study. PMBP and its tools will help you do your job better, producing better projects. PMBP will continue to evolve and improve with your commitment. We have focused to date on our business processes for civil, military, and environmental work. It is my intent for you to begin using the Business Process Manual on 1 Oct 02 for new projects. I suggest you start documenting and mapping the business processes to your local procedures and practices to prepare for 1 Oct 02.

Also, continue with the strategic initiatives that comprise your Campaign Plans in support of the USACE Vision and our Campaign Plan. To assist you in this effort, this year's CCG again presents an updated roadmap and narrative describing our evolving Strategic Management Process. This year I want USACE to consolidate the gains we have made in pursuing our strategic direction and in establishing our Strategic Management Process. As part of this, the Army's new Strategic Readiness System (SRS) is an approach we will use to establish and track our strategic process, as well as to communicate that progress to the rest of the Army.

We are transforming ourselves to make the Corps more agile, flexible, progressive, and innovative for the future. PMBP will be the roadmap and major enabler for that journey.

ESSAYONS!

ROBERT B. FLOWERS
Lieutenant General, USA
Commanding

FY 03 CONSOLIDATED COMMAND GUIDANCE

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INTRODUCTION

GENERAL

The CCG is a single document which for the past several years has presented a summary of USACE's strategic direction, resource guidance, and performance requirements for the upcoming fiscal year and outyears. The Strategic Management Review (SMR), CMR and other types of performance review sessions have and will provide mission execution feedback to USACE Commanders.

USES AND ORGANIZATION OF THE CCG:

1. FY 03 Consolidated Command Guidance is a major command-level document that outlines USACE resources and procedures to monitor mission execution. This document:

a. Links the Corps Strategic Vision and the command-wide corporate strategic focus areas to mission resourcing and execution: Chapter 1.

b. Provides a road map for the resources available to the Corps: Chapter 2.

c. Establishes the FY 03 Performance Execution targets and the SMR/CMR indicators: Chapter 3.

d. Documents as guidance the SMR strategic indicators and goals by which we have chosen to specify our strategic change goals.

2. Consolidated Guidance will be used by HQUSACE to:

a. Transmit changes in Manpower and Budget Guidance as required.

b. Establish mission execution visibility and accountability at operational levels: Major Subordinate Commands (MSCs), Engineer Research and Development Center (ERDC), Field Operating Activities (FOAs) and Districts.

3. Major Subordinate Commanders, District Commanders, ERDC Commander, and FOA Directors are expected to use the CCG to help them establish:

a. Organizational goals, objectives, plans, schedules and milestones to support the Corps' Vision.

b. A performance monitoring system (SMR) prescribes performance changes required to achieve the USACE strategic goals.

c. The systems to provide a free-flow of data and information throughout the Command and HQUSACE.

Changes for FY 03:

First in the Chief's Foreword, we stress the USACE commitment to the PMBP process and we challenge each and every USACE employee to learn and practice the principles of PMBP.

In Chapter One we focus on "Learning Organization" and "Environmental Principles" as primary strategic initiatives, we also outline some Corporate Information initiatives to support the learning organization; and we discuss the new strategic management process (SMP) that continues to evolve along with the roles and responsibilities of the committees chartered to support the process.

Chapter Two (the largest section) contains the resource guidance. This includes all the same guidance you have seen in the past (program, manpower, billing rates, conferences, Command Inspections, Management Control, and much more). This year Chapter One contains new guidance on PMBP deployment, and PMBP training. Also this year we have taken our some performance indicators for Cost of Doing Business and Small Business (formally in the CMR) and placed these as program targets within Chapter Two.

Chapter Three contains a section on the new Strategic Readiness System (SRS), which incorporates some concepts of the SMR into a new expanded Army-developed system. Chapter Three also contains the traditional Command Management Review (CMR) indicators as in the past.

FY 03 CONSOLIDATED COMMAND GUIDANCE

CHAPTER 1

USACE STRATEGIC PLANNING

The direction setting USACE Vision document and the more detailed USACE Campaign Plan jointly provide guidance on how USACE will further improve its service to the Army and the Nation. This will be through emphasis on three specific strategic goal areas: People, Process, and Communication. People are the foundation of the Corps, Process enables our effectiveness, and Communication is fundamental in our role as public servants.

Status updates from last year's CCG and key elements of the strategic objectives detailed in the USACE Campaign Plan are shown below.

Status Update on Selected New USACE Initiatives

USACE has three critical under-resourced functions: Field Force Engineering, Installation Support and Topographic Engineer Support. The Corps' Field Force Engineering will support four geographical CINCs, will maintain The Army Facilities Component System, will develop engineering capabilities to support force protection, will train with the Engineer Regiment, and will prepare to deploy on short notice. Our Army installations are critical to Army Transformation and to the everyday quality of life for our soldiers and their families. We are working closely with ACSIM to ensure that Army installations are ready to support the Objective Force and also to ensure that the Army's transition to Centralized Installation Management and execution of our critical support missions are aligned in the most effective, efficient manner. Finally, USACE is responsible for providing Army topographic support not otherwise available from either national or organic assets. Benefactors include both the Army Component Commands and the Army staff. We have stressed the need for additional resources for these three functions in our latest USACE Program Objective Memorandum (POM) Commander's narrative.

Status Updates for Selected Strategic Initiatives

a. Learning Organization. In order to maintain the value of our service to the Army and the Nation in a period of ongoing change, USACE has embarked on the path of becoming a learning organization. This spring we adopted an official learning culture doctrine for the command. The focus of the upcoming August 2002 Senior Leaders Conference is designed to imbue participants with the characteristics of a learning culture, and to cause them to become "rabid advocates of a learning organization." This is the beginning of a process that will continue into FY 03 and beyond.

b. Corporate Information (Lead: Wilbert Berrios, Director of Corporate Information). Critical success for attaining Corporate Information goals and objectives over the next few years can be defined as creating an environment that fully leverages Information Technology (IT) products and services throughout the Corps. The Corporate Information professional community must partner with business process owners to effectively provide the Corps team, as well as their customers & stakeholders, the right information - the right knowledge any time and any place - at the best value.

The Directorate of Corporate Information (DCI) staff, along with the Regional CIOs and District CIOs must continue to forge effective partnerships with USACE functional areas and stakeholders to ensure that IT is strategically aligned to support business processes. This alignment is essential to accomplish interoperability, IT innovation, systems modernization (integration & reliability), information security, and capture of explicit and tacit organizational knowledge at a cost we can afford. We must pursue innovative and expeditious approaches to insert new IT while mitigating risk, reducing costs and distancing ourselves from lengthy contracting and development efforts. Economies of scale in building the USACE networked, multi-tier architecture must be a continual goal to enable the organization to reduce duplication and eliminate inefficiencies.

All USACE components must realize a sense of urgency for reaching our E-Government ambition to become a citizen-centered E-Government agency. This can only be achieved through the collaborative efforts of professional IT staffs, functional proponents of information systems and user communities within and outside the USACE organization.

The four major IT initiatives below have been chosen to ensure our IT resources bring about a Return On Investment (ROI) that best supports the USACE Organization:

1. Information Technology Architecture. Information technology (IT) decisions will be made based on our Corps Enterprise Architecture (CEA).

2. Information Assurance (IA). Maintaining Information Assurance (IA) vigilance remains a high priority that must be properly resourced at all levels.

3. Information Resources Management. Proactive stewardship of Information Resources will properly direct senior management's focus on optimizing IT investments and knowledge capital.

4. E-Government (E-Gov) Programs and Services. We must continue streamlining and redefine information delivery and the conduct of the Corps business with our customers, stakeholders, and citizens.

These major IT initiatives are covered in section titled, "Procedural Guidance for Information Technology" (Section 3, Chapter 2).

c. Environmental Operating Principles. Beginning in the spring of 2001, USACE has been at work on codifying its Environmental Operating Principles, and on making them operational. These principles were formally adopted in the spring of 2002. We will continue to operationalize these principles, applying them to all of the products and services we provide.

THE USACE STRATEGIC MANAGEMENT PROCESS

In the past year, the USACE Strategic Management Process (SMP) has continued to evolve toward being a permanent part of USACE operations. USACE senior leaders try to balance the principles of sound internal strategic management, as applied in the private sector, with the requirements of a public sector agency influenced by several key governing cycles: those of federal appropriations on a annual basis, congressional elections every two years, and presidential elections every four years. In addition, USACE responds to several different external centers of authority, in the Administration, in the Pentagon, and in the Congress.

In order to dovetail with the four-year command cycle for the Chief of Engineers, USACE strategic planning and management needs to combine long-term planning with shorter-term strategies and actions, and to link our budgeting decisions to the planning effort. The optimal long-term planning effort for USACE would commence at some point in the middle of each Chief's tenure, to lay the groundwork for strategic decisions by the next Chief. This effort would culminate shortly after the change of command, when the new Chief would review strategic recommendations for applicability to his new responsibility. Then, during his first six months, the new Chief would incorporate the results of this long-range planning effort with his current imperatives to refresh the USACE Vision and adopt the major initiatives to be emphasized during his tenure. This approach is designed to make the SMP an established routine recognized by Corps leaders as an effective, fair and efficient, forward-based management planning tool.

From the standpoint of strategic management, the remainder of each Chief's term would involve the implementation, measurement, and fine-tuning of his strategic initiatives. This process would then partially overlap with the initiation of the next long-range planning effort.

To complement formal USACE strategic planning it is imperative for all USACE leaders to "manage strategically" in their day to day activities. The eight (8) designated structural components of the SMP are described and discussed below.

- Issues Management Board (IMB) (formerly Strategic Management Board). This body consists of the assembled HQUSACE General Officer and Senior Executive Service members who are stationed at HQUSACE. The purpose of the IMB is to discuss, and/or make recommendations on, strategic issues of significance to HQUSACE, and on major operational issues. The IMB was chartered to establish a structure and process for our HQ SES and GO members to jointly engage in strategic dialogue. One of the major IMB roles is to help set the agendas for the quarterly Command Council meetings.

- The Command Council (CC). This group consist of all HQ GOs, all MSC and Center Commanders, plus six SESs (currently three from HQUSACE and three from the MSCs). Their purpose is to address strategic issues and make recommendations to the Commanding General (as CC chair). Each member has selected an Emerging Leader Program graduate to serve as a staff assistant to their CC member. The Emerging Leaders Conference (ELC) CC Liaison Team serves as support staff as well as participating as shadows to this strategic process, thereby observing how leaders lead, and how issues progress from concepts to decisions.

- Command Management Review (CMR). The CMR is a quarterly two-hour meeting in which all HQUSACE Staff principals meet jointly with all MSC Commanders to address measures of operational efficiency and effectiveness. These measures are portrayed and compared across all MSCs to depict a Corps-wide status report that identifies areas for improvement and promotes sharing of best practices. The CMR is always scheduled in conjunction with Command Council sessions, in order to minimize travel requirements and provide a standard sequence of events. CMR charts are posted on the USACE INET web site: http://www.usace.army.mil/inet/functions/rm/rmpg/cmr/cmr.html. Although we strive for stability in CMR measures, there is generally some change in measures through the year (see Chapter 3 of this document for guidance on recurring CMR measures). Additionally, we are in the process of creating and adopting strategic\ measurements for the USACE Campaign Plan, and support campaign plans. These measures will tie closely with the Army's new Strategic Readiness System (SRS). The SRS is designed to capture the strategic characteristics and status of all the Army's MACOMs, and is formulated using a Balanced Scorecard approach.

- Senior Leaders Conference (SLC). The SLC is an annual conference held in the late summer that brings together all USACE SESs, MSC and Center Commanders, HQUSACE Staff Principals, and FOA Directors. This conference constitutes an annual senior level working session at which strategic issues are briefed, discussed, and worked. It is through this milieu that the Commander is able to ensure focus and clarity of senior leadership with regard to his key strategic initiatives. See the INET SLC home page for details of last year's and this year's SLC dates, location, agenda, briefings, and photographic record: http://www.usace.army.mil/essc/slc.

- Emerging Leaders Conference (ELC). Conducted concurrently with the SLC, the ELC is an annual conference held for a group of competitively selected mid-level USACE personnel. This is a combined educational and networking opportunity for this select group. The ELC agenda consists of both individual assessment modules as well as attendance at joint SLC-ELC sessions where major strategic issues are briefed and discussed. From a strategic perspective, the ELC is a major investment in developing USACE's future leaders in the strategic dialogue.

- District Engineers Conferences. Twice annually the USACE District Engineers meet to address strategic issues, exchange lessons learned, make recommendations to the Commander, and receive his guidance. First, typically in the fall/winter, the District Engineers assemble in Washington, D.C., for a two-day session of corporate updates, strategic dialogue, and face-to-face idea exchanges with the Commander. In the spring, they travel to Ft. Leonard Wood to join with MSC Commanders, SESs, HQUSACE senior staff, and the other members of the Engineer Regiment to focus primarily on project and policy updates and team building events. Although this spring session at Ft. Leonard Wood is not a USACE-only event, it is a recurring opportunity to coalesce the energy of the USACE headquarters and field leadership.

- Command Inspections. An annual series of Command inspection visits which the Deputy Commanding General and the HQUSACE staff principals conduct to ensure regional level implementation of the Strategic Vision. The agenda for these visits is structured around the three strategic goals of People, Process, and Communication. All read aheads and after-action reports methodically enumerate (function-by-function) how the MSC's are addressing those goals. The format and schedule for the next two years of Command Inspections is provided at Chapter 2 of this document.

- Consolidated Command Guidance (CCG). This annual guidance document strives to issue both the strategic and tactical guidance required for major and recurring matters of significance Command-wide. This document is provided in hard copy as well as on the INET home page: http://www.usace.army.mil/inet/functions/rm/rmpg/rmpg3.htm.

Organizational strategic planning must take into account and adapt to both internal and external imperatives. Internally we have recognized the need to better nurture and manage our people, to improve our internal processes, and to communicate more effectively with our own people and with our external stakeholders. Externally, it is clear that significant changes in the domestic and international environment will continue to impact our future in ways that are not fully predictable. We must plan to be flexible enough to adapt to whatever impacts come our way.

RELATIONSHIP OF THE CCG TO PUBLIC LAW

The CCG is built on a clear and modern foundation of public laws. The six pillars of management in the U.S. Government noted below are dynamic, fully implemented by most Government organizations and directive in nature for all U.S. Executive Agencies. Our CCG and, indeed, our entire existing—and future—USACE management organization must answer to these Federal mandates. It follows then that our CCG must be fashioned so as to carefully reflect each of the following six overarching Public Laws for management.

- Federal Managers' Financial Integrity Act of 1982
  (Public Law 97-255)
- Chief Financial Officers Act of 1990, (CFO)
  (Public Law 101-576)
- Government Performance and Results Act of 1993, (GPRA or Results Act)
  (Public Law 103-62)
- Government Management Reform Act of 1994
  (Public Law 103-356)
- Paperwork Reduction Act of 1995, (PRA)
  (Public Law 104-13)
- Clinger-Cohen Act, (formally referred to as the Information Technology Management Reform Act [ITMRA])
  (Public Law 104-106), 1996

The relationship of our USACE CCG to each of these is briefly summarized in Annex A.

CHAPTER 3

MEASURES OF SUCCESS

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COMMAND MANAGEMENT REVIEW INDICATOR TABLES:

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Civil Works ..... Table 2
Real Estate ..... Table 3
Research and Development ..... Table 4
Resource Management ..... Table 5
Human Resources ..... Table 6
Equal Employment Opportunity ..... Table 7
Corporate Information ..... Table 8
Logistics ..... Table 9
Safety and Occupational Health ..... Table 10
Principal Assistant Responsible for Contracting ..... Table 11

STRATEGIC READINESS SYSTEM: AN ARMY CORPORATE MANAGEMENT SYSTEM

WHAT IS THE SRS?

The Strategic Readiness System (SRS) is a strategic management system developed in order to provide senior Army leadership answers to the basic question, "How ready is the Army to go war?" Like the Strategic Management Review (SMR), which USACE began developing about 4 years ago, it is based on the Balanced Scorecard concept. Like the SMR, therefore, the SRS is a multidimensional performance measurement system that balances between financial and non-financial measures, short- and long-term objectives, lagging and leading indicators, and external and internal perspectives

WHAT ARE THE OBJECTIVES OF SRS?

The Chief of Staff of the Army initiated the SRS because existing Army readiness measures did not provide an integrated picture of the Army's overall readiness. In some sense the earlier system was like our CMR, it was informative and useful for management, but not predictive of future behavior, nor was it especially focused on the outputs or outcomes visible to the variety of our stakeholders.

USACE will use its portion of the SRS both to measures its readiness to contribute to the Army's larger missions, and also to measure our internal performance against our campaign plan objectives. The following points, which were also listed in the FY 02 CCG to describe the SMR, apply equally well to the SRS, both for USACE and for the larger Army.

- Clarify and translate vision and strategy
- Gain consensus about strategy
- Communicate strategy throughout USACE
- Align Division and District goals to the strategy
- Link strategic objectives to long-term targets and annual budgets
- Identify and align strategic initiatives
- Perform periodic and systematic strategic reviews
- Enhance strategic feedback and learning to improve strategy

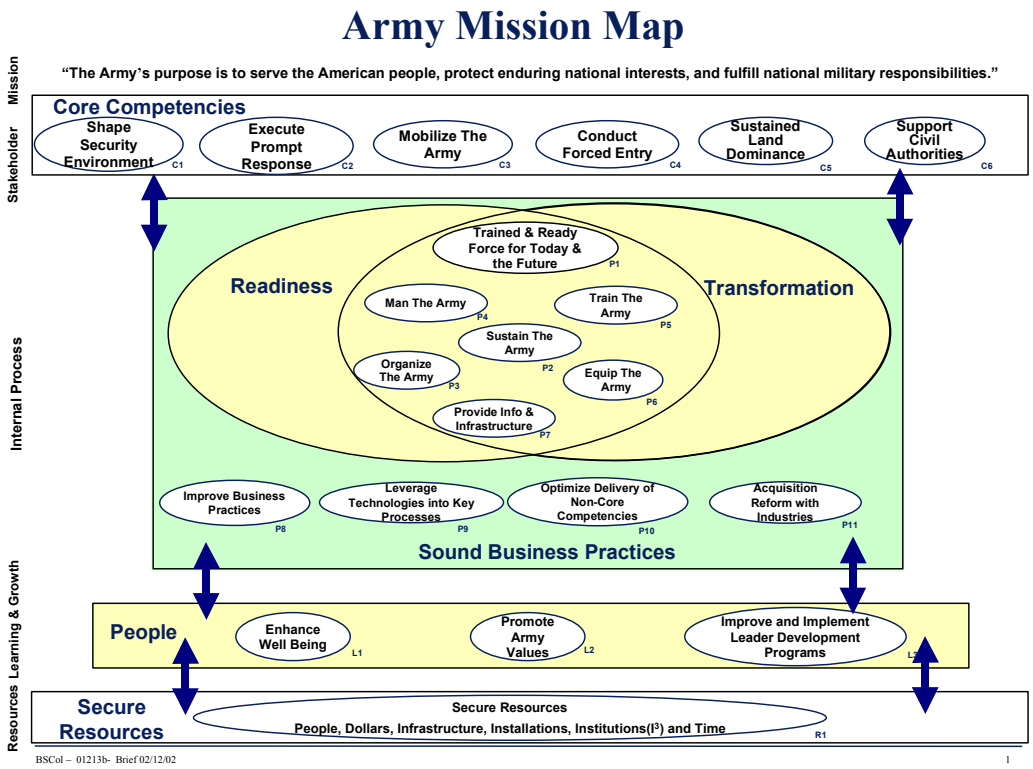
HOW IS THE SRS DIFFERENT FROM THE SMR?

The Army has contracted with the Balanced Scorecard Collaborative, a consulting firm headed by David Norton and Robert Kaplan, the creators of the Balanced Scorecard concept, to provide advice on applying the Balanced Scorecard concept (described in more detail in the FY 02 CCG). Norton and Kaplan have continued to develop their concept, and, in particular, have adapted it specifically for its application to a public agency, versus a private business. Working with the Army, for example, they have adapted the "financial management" sector of the balanced scorecard to one which uses the term "resources" as one more appropriate to the public sector.

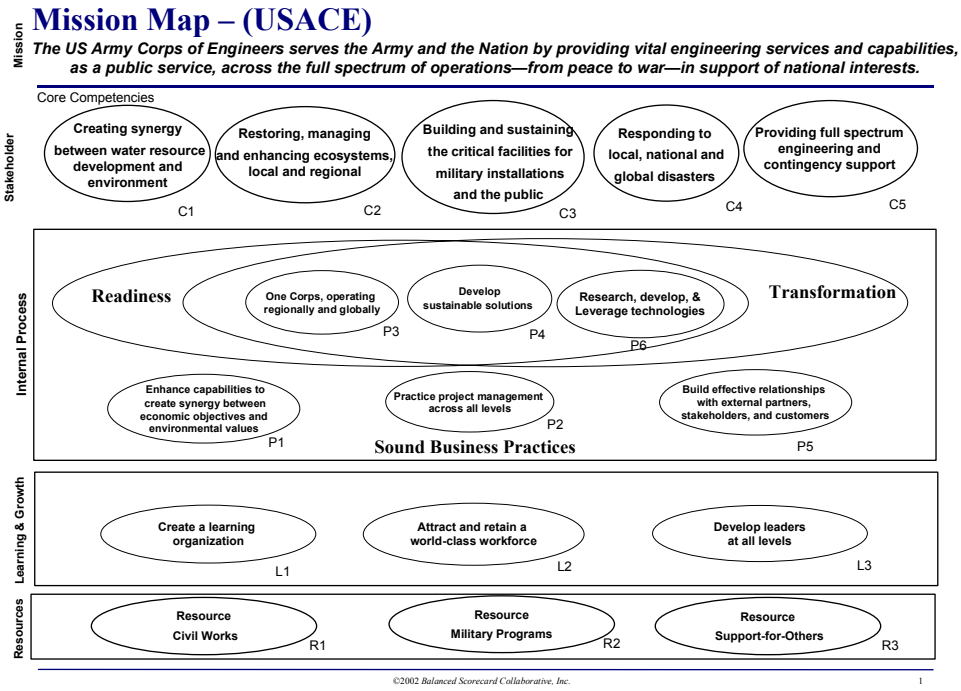
For USACE, the SRS is an Army-adopted balanced scorecard approach that provides a well-developed system for applying the balanced scorecard to our MACOM. The Army recognizes that our first efforts at creating an SRS balanced scorecard will be subject to later change and improvement. The intent, however, should remain a focus on clearly identifying and measuring outcomes that are of interest to our stakeholders.

HOW IS THE BALANCED SCORECARD CONCEPT APPLIED IN THE SRS?

The Army SRS Mission Map shows a set of two-way, but linear, linkages starting with "securing resources" at the base and culminating with satisfying stakeholders at the top through executing the Army's "core competencies." (The use of the term "core competency" here is somewhat different from that which USACE has used for other purposes. We will match the Army's use of the term for SRS purposes).



Our USACE SRS Mission Map was built primarily from our USACE Vision and Campaign Plan. The stakeholder objectives at the top of the map are taken directly from the USACE "Spectrum of Operations" in the Vision. Most of the other objectives are from the Campaign Plan.



WHAT IS THE STATUS OF SRS?

The ARMY SRS is scheduled to go operational by 1 October 2002, fully recognizing that it will mature over time. In the short run, it is seen as complementary to the existing readiness report system. All Army MACOMs (including USACE), DA Staff offices, and Secretariats prepared their individual versions of mission maps and scorecards by 1 June 2002. Major Subordinate Commands (MSCs) are scheduled to have their supporting mission maps and scorecards completed by 1 October. USACE MSCs will prepare their mission maps and scorecards in alignment with the USACE Mission Map.

WHAT IS THE FUTURE FOR SRS & ITS RELATIONSHIP TO THE PRESIDENT'S MANAGEMENT AGENDA?

The Army originally developed its SRS concept independently of the President's Management Agenda, but the concepts are completely compatible. As we work with OMB to select the appropriate measures to support the President's Management Agenda, we intend to incorporate those within our SRS scorecard. Similarly, we anticipate that Army will be changing some of the measures in its current set, as we all gain more experience with the system.

USACE COMMAND MANAGEMENT REVIEW

GENERAL

The Command Management Review (CMR) is a quarterly review and analysis used by senior leaders of USACE to access the operational condition of the Corps. In FY 03, there are 68 CMR performance indicators, versus 93 in FY 02. The following 11 tables contain each HQUSACE directorate performance measurements for FY 03, to include the functional area, proponent, indicator and evaluation visibility level, source of data, definition, calculation, rating criteria, and governing regulation or law. Each quarter, approximately 10-15 performance measurements are selected for presentation at the CMR. These charts are placed on the DRM homepage at least a week prior to the scheduled CMR.

CHANGES IN FY 03

Table 1 Military Programs:

Delayed measurement of lMP-03 (until deployment of P2)
Changed rating criteria for MP-05
Added Construction Time Growth MP-06
Changed title of MP-08

Table 2 Civil Works:

Added Project Management Plans (CW-09)

Table 3 Real Estate:

Revised all indicators
Dropped three indicators

Table 5 Resource Management:

Added Military Problem Disbursements (RM-03)
Added Revolving Fund Annual Leave Funding (RM-06)
Removed all TLM indicators
Dropped Budget Execution (RM-17)

Table 8 Corporate Information:

Added Improve IT Capital Planning Process (CI101)
Dropped Modernization of CEEIS Network (CI102)

Table 9 Logistics:

Changed title and rating criteria for Personal Property Mgmt (LD01)
Changed rating criteria for Inventory Assets (LD06)
Changed rating criteria for Equip Maintenance Backlog (LD09)

Table 11 Small Business:

All CMR indicators removed (see Chapter 2)

MILITARY PROGRAMS

INDICATOR FUNDS TYPE GROUPS PROPONENT	INDICATOR AND EVALUATION VISIBILITY LEVEL SOURCE OF DATA (SOD)	DEFINITION	CALCULATION(S)	RATING CRITERIA GOVERNING REGULATION OR LAW
DEVELOPMENT, MANAGEMENT, AND EXECUTION OF PROGRAMS				
MP-01 **READY-TO-ADVERTISE (RTA)** TYPE FUNDS ARMY (10, 40, 42,12) AIR FORCE (20,21,26) DOD (53, 39, 41, 48, 43, 46, 4S, 4B, 16, 1K, 54, 56, 57, 58, 69, 51, 5S, 30, 32, 66, 3Q AND 70) *CEMP-M*	DATA AGGREGATED BY MSC. SOD: PROMIS/PPDS OR P2 VISIBILITY: MSC; REPORTED QUARTERLY	RTA IS DEFINED AS COMPLETING ALL NECESSARY STEPS TO ADVERTISE A PROJECT FOR AWARD OF THE CONSTRUCTION CONTRACT. IT IS A MEASURE OF HOW THE CORPS IS BEING POSITIONED FOR PROGRAM YEAR (PY) EXECUTION. THE GOAL IS TO HAVE 100% OF THE PRES BUD PROGRAM RTA BY 30 SEP. RTA GOAL SET BY SERVICE LEVEL CUSTOMER. ALL PRES BUD PROJECTS RELEASED BY 1 JAN OF DESIGN YEAR.	NUMERATOR: THE NUMBER OF PY PROJECTS WITH AN ACTUAL OR SCHEDULED RTA THROUGH 30 SEP. DENOMINATOR: THE NUMBER OF PY PROJECTS IN THE PRESIDENT'S BUDGET PROGRAM RELEASED BY 1 JAN OF THE DESIGN YEAR THAT ARE NOT SUBSEQUENTLY DEFERRED, CANCELLED OR PLACED ON HOLD BY THE PROGRAMMING COMMAND ACTUAL WILL BE MEASURED AND RATED IN 4Q OF THE CURRENT FY AND 1Q OF THE PROGRAM YEAR.	RATING CRITERIA: GREEN: ACTUAL $\geq$ 90% OF GOAL AMBER: ACTUAL 80-89% OF GOAL RED: ACTUAL<80%OF GOAL GOVERNING REGULATION OR LAW: NONE

MILITARY PROGRAMS

INDICATOR FUNDS TYPE GROUPS PROPONENT	INDICATOR AND EVALUATION VISIBILITY LEVEL SOURCE OF DATA (SOD)	DEFINITION	CALCULATION(S)	RATING CRITERIA GOVERNING REGULATION OR LAW
MP-02 **PROJECT EXECUTION:** TYPE FUNDS ARMY (10, 40, 42, , 12, 4A) AIR FORCE (20,21, ,26, ,) DOD (53, 39, 41, 48, 43, 46, 4S, 4B, 16, 1K, 54, 56, 57, 58, 69, 51, 5S, 30, 32, 66, 70, 3Q & , AND TYPE FUNDS BEGINNING WITH "W") *CEMP-M*	DATA AGGREGATED BY MSC. SOD: PROMIS/PPDS OR P2 VISIBILITY: MSC; REPORTED QUARTERLY	A MEASURE OF THE MSC AWARDING ITS CUMULATIVE CURRENT AND PRIOR YEAR UNAWARDED CONSTRUCTION PROJECTS USACE GOAL IS TO AWARD ALL AVAILABLE (FORECASTED) PRES BUD PROJECTS BY 30 JUN OF THE PROGRAM YEAR (PY). AWARD 100% OF TOTAL AVAILABLE PROGRAM (TO INCLUDE CONGRESSIONAL ADDS) BY 30 SEP OF THE PY. THE AIR FORCE GOAL IS TO AWARD ALL AVAILABLE PRES BUD PROJECTS BY 31 MAR OF THE PY.	NUMERATOR: THE NUMBER OF PY AND PRIOR YEAR UNAWARDED PROJECTS ACTUALLY AWARDED THROUGH THE END OF THE RATING QUARTER. DENOMINATOR: THE NUMBER OF PROJECTS FORECAST FOR AWARD THROUGH THE END OF THE RATING QUARTER THAT ARE NOT DEFERRED, CANCELED OR PLACED ON HOLD BY THE PROGRAMMING COMMAND. THE FORECAST IS BASED ON THE APPROVED HQUSACE LOCK-IN ESTABLISHED PRIOR TO THE END OF THE 1ST QUARTER OF THE PY. AWARD OF MORE THAN 50% OF THE PROJECT VALUE WILL CONSTITUTE 100% PROJECT CREDIT.	RATING CRITERIA: GREEN: ACTUAL $\geq$ 90% OF GOAL AMBER: ACTUAL 80-89% OF GOAL RED: ACTUAL <80%OF GOAL GOVERNING REGULATION OR LAW: NONE

INDICATOR FUNDS TYPE GROUPS PROPONENT	INDICATOR AND EVALUATION VISIBILITY LEVEL SOURCE OF DATA (SOD)	DEFINITION	CALCULATION(S)	RATING CRITERIA GOVERNING REGULATION OR LAW
MP-03 **DESIGN COST MANAGEMENT** FUND TYPE GROUPS:ARMY (10, 40, 42, 12, 4A) AIR FORCE (20,21, ,26) DOD (53, 39, 41, 48, 43, 46, 4S, 4B, 16, 1K, 54, 56, 57, 58, 69, 51, 5S, 30, 32, 66, 70, 3Q & , AND 'OTHER' 1A, 1B, 1D, 1E, 1F, 1H, 2A, 2B, 2D, 2E, 2F, 3A, 5C, 6C, 7A, 7B, 7C, & 7E *CEMP-M/CECW-E*	DESIGN COST MANAGEMENT IS EVALUATED BY COMPARING ACTUAL DESIGN COSTS MINUS LOST EFFORT TO TARGET DESIGN COSTS BASED ON HISTORICAL DATA SOD: P2 VISIBILITY: MSC; REPORTED QUARTERLY	MEASURES ACTUAL DESIGN COST (LESS LOST DESIGN), AGAINST TARGET DESIGN COSTS OF ALL PROJECTS AWARDED TO CONSTRUCTION IN THE PREVIOUS 12 MONTHS OF THE REPORTING QUARTER. EXCLUDES PROJECTS EXECUTED BY DESIGN-BUILD METHOD AND THOSE DESIGNED BY THE USING SERVICE OR BY TROOP LABOR. THE TARGET COSTS ARE DERIVED FROM A DESIGN COST TARGET CURVE WHICH IS BASED ON AN ANALYSIS OF HISTORICAL DESIGN COSTS. ONLY INCLUDES PROJECTS DESIGNED BY AE OR IN-HOUSE. THE TARGET DESIGN COSTS, AS DEFINED IN THE DEC 1994 MEMO ARE: - FOR PROJECT PA IS LESS THAN $1M, THE TARGET DESIGN COST = 16% OF THE PA (PA IN MILLIONS). - FOR PROJECTS WITH A PA BETWEEN $1M & $12M, THE TARGET DESIGN COST = 4.43(SQRT PA) + 0.2(PA) WHERE THE PA IS IN THOUSANDS - FOR PROJECT PA IS GREATER THAN $12M, THE TARGET DESIGN COST = 6% OF THE PA (PA IN MILLIONS).	EACH PROJECT HAS A TARGET COST AND AN ACTUAL DESIGN COST. THE TOTAL ACTUAL COST PERCENTAGE IS CALCUALTING BY SUMMING THE DESIGN COSTS FOR ALL PROJECTS AWARDED DURING THE MEASUREMENT PERIOD, MINUS TOTAL LOST DESIGN FOR THESE PROJECTS AND DIVIDING THE RESULT BY THE TOTAL PA. TOTAL TARGET DESIGN COST PERCENTAGE IS CALCULATED BY SUMMING THE TARGET COSTS FOR ALL PROJECTS AWARDED AND DIVIDING BY THE TOAL PA ACTUAL COST = TOTAL DESIGN COST - LOST DESIGN X 100 TOTAL PROGRAM AMOUNT TARGET COST = TOTAL TARGET COSTS ___ X 100 TOTAL PROGRAM AMOUNT ACTUAL COST PERCENTAGE = (TOTAL DESIGN COST MINUS TOTAL LOST EFFORT)/(TOTAL PA) X 100 ACTUAL COST PERCENTAGE = (TOTAL TARGET DESIGN COST)/(TOTAL PA) X 100	RATING CRITERIA: GREEN: ACTUAL COST % ≤ TARGET COST% AMBER: ACTUAL COST% NO MORE THAN 5% OVER TARGET COST%. RED: ACTUALLA COST % MORE THAN 5% OVER TARGET COST %. GOVERNING REGULATION OR LAW: DESIGN COST TARGET CURVE ESTABLISHED BY CEMP-ES MEMORANDUM. "PLANNING & DESIGN RATE TARGETS FOR MILITARY CONSTRUCTION PROJECTS," DATED 1 DEC 94. **MEASUREMENT WILL BE DELAYED UNTIL FULL DEPLOYMENT OF P2**

INDICATOR FUNDS TYPE GROUPS PROPONENT	INDICATOR AND EVALUATION VISIBILITY LEVEL SOURCE OF DATA (SOD)	DEFINITION	CALCULATION(S)	RATING CRITERIA GOVERNING REGULATION OR LAW
MP- 04 **BENEFICIAL OCCUPANCY DATE (BOD) TIME GROWTH** TYPE FUNDS ARMY (10, 40, 42, 12, 4A) AIR FORCE (20,21, 26) DOD (53, 39, 41, 48, 43, 46, 4S, 4B, 16, 1K, 54, 56, 57, 58, 69, 51, 5S, 30, 32, 66, 70, 3Q & , NOTE: *CEMP-M/CECW-E*	BOD TIME GROWTH EVALUATED AS THE DIFFERENCE BETWEEN THE BASELINE BOD AND ACTUAL BOD SOD: RESIDENT MANAGEMENT SYSTEM (RMS) / PROMIS/PPDS OR RMS/P2 VISIBILITY: MSC; REPORTED QUARTERLY	THE BASELINE BOD ESTABLISHED BY PROJECT MANAGEMENT PLAN AT TIME OF CONSTRUCTION CONTRACT AWARD.	NUMERATOR: CUMULATIVE TIME (IN DAYS) BETWEEN THE BASELINE BOD AND ACTUAL BOD DENOMINATOR: CUMULATIVE DAYS BETWEEN NTP - ACTUAL AND BASELINE BOD. NEGATIVE TIME GROWTH IS CALCULATED AS 0%.	RATING CRITERIA: GREEN: BOD GROWTH $\leq$ 10% AMBER: BOD GROWTH > 10.1% BUT < 20% RED: BOD GROWTH > 20% BOD GROWTH, EXCLUDING UNCONTROLLABLE CONTRACT MODIFICATIONS WILL ALSO BE SHOWN FOR INFORMATION PURPOSES. GOVERNING REGULATION OR LAW: NONE

MILITARY PROGRAMS

INDICATOR FUNDS TYPE GROUPS PROPONENT	INDICATOR AND EVALUATION VISIBILITY LEVEL SOURCE OF DATA (SOD)	DEFINITION	CALCULATION(S)	RATING CRITERIA GOVERNING REGULATION OR LAW
MP- 05 **CONSTRUCTION COST GROWTH** TYPE FUNDS ARMY (10, 40, 42, , 12, 4A) AIR FORCE (20,21, ,26, ,) DOD (53, 39, 41, 48, 43, 46, 4S, 4B, 16, 1K, 54, 56, 57, 58, 69, 51, 5S, 30, 32, 66, 70, 3Q *CEMP-M*	CONSTRUCTION COST GROWTH EVALUATED BY CONTROLLABLE AND UNCONTROLLABLE COSTS OF MODIFICATIONS. SOD: RMS/ PROMIS/PPDS OR P2 VISIBILITY: MSC; REPORTED QUARTERLY	TOTAL CONSTRUCTION COST GROWTH FOR A PROJECT IS MADE UP OF TWO ELEMENTS: CONTROLLABLE COST GROWTH (ENGINEERING CHANGES, VARIATIONS IN ESTIMATED QUANTITIES, VE CHANGES, AND GOVT. FURNISHED EQUIPMENT CHANGES) AND UNCONTROLLABLE COST GROWTH (USER CHANGES, DIFFERING SITE CONDITIONS, INACCURATE PRICING/TAXES/USE & POSSESSION/DEFECTIVE WORK, WEATHER, ADMINISTRATIVE CHANGES, AND WORK SUSPENSION). . INCLUDES PROJECTS WITH A CONTRACT VALUE GREATER THAN $200K WITH A DURATION GREATER THAN 183 DAYS, AND WITH AN ACTUAL CONSTRUCTION CONTRACT COMPLETION DATE FALLING WITHIN THE MEASUREMENT PERIOD – PRECEEDING 12 MONTH WINDOW.	NUMERATOR: THE SUMMATION OF THE ESTIMATED DOLLAR COST INCREASE/DECREASE OF ALL MODIFICATIONS, EXCEPT CODE 5. DENOMINATOR: THE CONSTRUCTION CONTRACT AWARD AMOUNT PLUS EXECUTED MODIFICATIONS WITH REASON CODE 5 (PRE-NEGOTIATED CONTRACT OPTIONS. NUMERATOR FOR CONTROLLABLE COST GROWTH: SUMMATION OF THE ESTIMATED DOLLAR COST INCREASE/DECREASE OF ALL MODIFICATIONS WITH REASON CODE 1, , 8, G, & Q.	RATING CRITERIA: TOTAL COST GROWTH: GREEN: TOTAL COST GROWTH ≤ 5% AMBER: TOTAL COST GROWTH = 5.1 – 5.5% RED: TOTAL COST GROWTH >5.5% CONTROLLABLE COST GROWTH: GREEN: CONTR COST GROWTH ≤ 2% AMBER: CONTR COST GROWTH = 2.1 – 2.5% RED: CONTR COST GROWTH >2.5% GOVERNING REGULATION OR LAW: NONE MEASUREMENT AND RATING WILL NOT BEGIN UNTIL 2QTR FY03.

INDICATOR FUNDS TYPE GROUPS PROPONENT	INDICATOR AND EVALUATION VISIBILITY LEVEL SOURCE OF DATA (SOD)	DEFINITION	CALCULATION(S)	RATING CRITERIA GOVERNING REGULATION OR LAW
MP-06 **CONSTRUCTION TIME GROWTH** TYPE FUNDS ARMY (10, 40, 42, , 12, 4A) AIR FORCE (20,21, ,26, ,) DOD (53, 39, 41, 48, 43, 46, 4S, 4B, 16, 1K, 54, 56, 57, 58, 69, 51, 5S, 30, 32, 66, 70, 3Q *CEMP-M*	CONSTRUCTION TIME GROWTH EVALUATED BY ADDITIONAL TIME GRANTED IN CONTROLLABLE AND UNCONTROLLABLE MODIFICATION. SOD: RMS/ PROMIS/PPDS OR P2 VISIBILITY: MSC; REPORTED QUARTERLY	TOTAL CONSTRUCTION TIME GROWTH FOR A PROJECT IS MADE UP OF TWO ELEMENTS: CONTROLLABLE TIME GROWTH (ENGINEERING CHANGES, VARIATIONS IN ESTIMATED QUANTITIES, VE CHANGES, GOVT. FURNISHED EQUIPMENT CHANGES AND LATE CONTRACTOR PERFORMANCE) AND UNCONTROLLABLE COST GROWTH (USER CHANGES, DIFFERING SITE CONDITIONS, INACCURATE PRICING/TAXES/USE & POSSESSION/DEFECTIVE WORK, WEATHER, ADMINISTRATIVE CHANGES, AND WORK SUSPENSION). . INCLUDES PROJECTS WITH A CONTRACT VALUE GREATER THAN $200K WITH A DURATION GREATER THAN 183 DAYS, AND WITH AN ACTUAL CONTRACT COMPLETION DATE FALLING WITHIN THE MEASUREMENT PERIOD – PRECEEDING 12 MONTH WINDOW.	NUMERATOR: THE SUMMATION OF THE TIME INCREASE/DECREASE OF ALL MODIFICATIONS, EXCEPT CODE 5. DENOMINATOR: THE CONSTRUCTION CONTRACT ORIGINAL DURATION PLUS EXECUTED MODIFICATIONS WITH REASON CODE 5 (PRE-NEGOTIATED CONTRACT OPTIONS. NUMERATOR FOR CONTROLLABLE TIME GROWTH: SUMMATION OF THE TIME INCREASE/DECREASE OF ALL MODIFICATIONS WITH REASON CODE 1, , 8, G, & Q.	**RATING CRITERIA:** **TOTAL TIME GROWTH:** GREEN: TOTAL TIME GROWTH ≤ 10% AMBER: TOTAL TIME GROWTH = 10.1 – 20% RED: TOTAL TIME GROWTH > 20% CONTROLLABLE TIME GROWTH; GREEN: CONTR TIME GROWTH≤ 4.0% AMBER: CONTR TIME GROWTH 4.1% - 10% RED: CONTR TIME GROWTH ≥ 10% GOVERNING REGULATION OR LAW: NONE MEASUREMENT AND RATING WILL NOT BEGIN UNTIL 2QTR FY03.

MILITARY PROGRAMS

INDICATOR FUNDS TYPE GROUPS PROPONENT	INDICATOR AND EVALUATION VISIBILITY LEVEL SOURCE OF DATA (SOD)	DEFINITION	CALCULATION(S)	RATING CRITERIA GOVERNING REGULATION OR LAW
MP-07 FINANCIAL CLOSEOUT TYPE FUNDS ARMY (10, 40, 42, , 12, 4A) AIR FORCE (, 20,21, ,26,) DOD (53, 39, 41, 48, 43, 46, 4S, 4B, 16, 1K, 54, 56, 57, 58, 69, 51, 5S, 30, 32, 66, 70, 3Q & , AND TYPE FUNDS BEGINNING WITH "W") CEMP-M	DATA AGGREGATED BY MSC. SOD: RMS/PROMIS/PPDS OR P2 VISIBILITY: MSC; REPORTED QUARTERLY	A MEASURE OF THE MSC TO FINANCIALLY CLOSEOUT THE NUMBER OF ASSIGNED PROJECTS (E.G. FOR FY01=FY97-01) WITHIN THE FOLLOWING SPECIFIED PERIODS AFTER BENEFICIAL OCCUPANCY DATE (BOD): 12 MONTHS FOR CONUS AND 18 MONTHS FOR OCONUS PROJECTS. PROJECTS WITH PENDING CLAIMS OR LITIGATION, AWAITING ACTION BY ANOTHER GOVERNMENTAL AGENCY OR FOREIGN GOVERNMENT, USER CHANGES AFTER BOD AND PENDING COMPLETION OF OTHER ITEMS IN THE SAME CONTRACT-(RMS DELAY CODES 1, 2, 3, 4, 5, 6, 7, & FC) ARE EXCLUDED FROM THE CLOSEOUT CALCULATIONS. CLOSEOUT PERIODS HAVE BEEN EXTENDED IN FY03 TO ACCOMMODATE THOSE PROJECTS WHERE A RETAINAGE IS BEING HELD DURING THE WARRANTY PERIOD TO ENSURE CONTRACTOR RESPONSIVENESS ON CRITIAL WARRANTY ITEMS.	PROJECTS CLOSED ON TIME: NUMERATOR: THE NUMBER OF ASSIGNED PROJECTS WITH AN ACTUAL FINANCIAL COMPLETION DATE ≤ 12 MONTHS FROM BOD FOR CONUS AND 18 MONTHS FROM BOD FOR OCONUS. DENOMINATOR: THE NUMBER OF ASSIGNED PROJECTS WITH AN ACTUAL BOD ≤ 12 MONTHS – CONUS OR 18 MONTHS-OCONUS.	RATING CRITERIA: GREEN: ACTUAL >=100% OF GOAL AMBER: ACTUAL 90-99% OF GOAL RED: ACTUAL<90% OF GOAL ER 415-345-13, 15 AUG 89 CECW-ET MEMORANDUM DATED 15 MAR 2001. SUBJ: RETAINAGE FOR WARRANTY ITEMS

INDICATOR FUNDS TYPE GROUPS PROPONENT	INDICATOR AND EVALUATION VISIBILITY LEVEL SOURCE OF DATA (SOD)	DEFINITION	CALCULATION(S)	RATING CRITERIA GOVERNING REGULATION OR LAW
MP-08 **"AWARD CWE TO PROGRAMMED AMOUNT (PA) RATIO"** TYPE FUNDS ARMY (10, 40, 42, 12, 4A) AIR FORCE (20,21, 26) DOD (53, 39, 41, 48, 43, 46, 4S, 4B, 16, 1K, 54, 56, 57, 58, 69, 51, 5S, 30, 32, 66, 70, 3Q & , AND TYPE FUNDS BEGINNING WITH "W") *CEMP-M/CW-E*	DATA AGGREGATED BY MSC SOD: PROMIS/PPDS OR P2 VISIBILTY: MSC; REPORTED QUARTERLY	A MEASURE OF MSC TO AWARD PROJECTS WITH TOTAL AWARD CWE AT OR WITHIN THE AUTHORIZED PROGRAMED AMOUNT (PA) FOR THE CURRENT FY PROGRAM.	DENOMINATOR: PROJECT PA NUMERATOR: FULL SCOPE AWARD CWE	RATING CRITERIA: GREEN: PA OR LESS AMBER: 101 TO 105% OF PA RED: > 105% OF PA
MP-09 **MILITARY REIMBURSABLE ORDERS RECEIVED** **TYPE FUNDS:** **ARMY: 14, 16,45,1R** **AIR FORCE: 24, 28, 2M, 2R** **DOD: 56,57,58,69, 98, 4B, 66, 4T, 51, 49, 4M, 5M** **OTHER: CEFMS SOURCE CODES 240 AND 799** **CEMP-M**	DATA AGGREGATED BY MSC SOD: CEFMS VISIBILITY: MSC REPORTED QUARTERLY; MEASURED ANNUALLY.	A MEASURE OF INSTALLATION SUPPORT AND REIMBURSABLE SERVICES (NON-MILCON WORK). A MEASURE OF THE MSC's ABILITY TO CONTINUE TO PROVIDE SUPPORT TO NON-MILCON CUSTOMERS GOAL IS 100% BY 4Q.	FUNDS RECEIVED: THE FUNDS RECEIVED FOR EACH CURRENT YEAR QUARTER WILL BE COMPARED TO THE SAME QUARTER OF THE PREVIOUS FY.	RATING CRITERIA: INFORMATION ONLY DFAS 37-100-2002

MILITARY PROGRAMS

INDICATOR FUNDS TYPE GROUPS PROPONENT	INDICATOR AND EVALUATION VISIBILITY LEVEL SOURCE OF DATA (SOD)	DEFINITION	CALCULATION(S)	RATING CRITERIA GOVERNING REGULATION OR LAW
MP-10 ENVIRONMENTAL OBLIGATIONS TYPE FUNDS ARMY (5U,5H,5A,5G,5I,5J, 5K) CIVIL (B1, WD, WU, WG, AND TYPE FUNDS BEGINNING WITH "V") *CEMP-R*	DATA AGGREGATED BY MSC. SOD: ICAR/CEFMS VISIBILITY: MSC; REPORTED QUARTERLY.	A MEASURE OF MSC TO EXECUTE CURRENT FY ENVIRONMENTAL PROGRAMS.	OBLIGATION (EXECUTION), EXCEPT HQUSACE, MEASURED AGAINST THE ESTABLISHED QUARTERLY GOAL.	RATING CRITERIA: GREEN: ≤ 90% OF GOAL AMBER: ACTUAL 80-89% OF GOAL RED: ACTUAL LESS THAN 80% OF GOAL
MP-11 **CUSTOMER SATISFACTION ALL MILITARY FUND TYPE GROUPS** FUND TYPE GROUPS: ALL MILITARY FUND TYPE GROUPS *CEMP- N*	INDICATOR: NOT APPLICABLE SOD – CUSTOMER RESPONSES TO CEMP CUSTOMER SURVEY AND MSC ACTIONS VISIBILITY: MSC; REPORTED AT END OF 4TH QUARTER ONLY AT BOD/SMR	*PART I.* THE CORPORATE VIEW OF MILITARY CUSTOMER SATISFACTION SURVEY RESULTS. THE CMR PRESENTATION WILL CONSIST OF A SERIES OF SLIDES DEPICTING A SUMMARY REPORT OF SURVEY RESULTS AND ISSUES WHICH THE DIRECTOR DEEMS APPROPRIATE FOR DISCUSSION. FOCUS WILL BE ON KEY STRATEGIC ISSUES AS PRESENTED IN THE VISION AND STRATEGIES. *PART II.* THE MSC SUMMARY OF RESPONSES TO SURVEY RESULTS. THE BRIEFING FORMAT WILL BE LEFT TO THE DISCRETION OF THE MSC COMMANDER BUT WILL INCLUDE OPPORTUNITIES AND ACTIONS UNDERWAY AND/OR COMPLETED TO ENHANCE CUSTOMER SATISFACTION. FOCUS WILL BE ON KEY ISSUES AND SPECIFIC ACTIONS BEING TAKEN AS A RESULT OF THE CUSTOMER RESPONSES.		RATING CRITERIA GREEN = EXCEEDS CORPS 6-YR AVERAGE FOR Q1-11 6-YR AVG: 1) 3.96 2) 3.82 3) 4.14 4) 3.86 5) 3.62 6) 3.84 7) 3.30 8) 3.89 9) 3.86 10) 3.77 11) 3.83

MILITARY PROGRAMS

INDICATOR FUNDS TYPE GROUPS PROPONENT	INDICATOR AND EVALUATION VISIBILITY LEVEL SOURCE OF DATA (SOD)	DEFINITION	CALCULATION(S)	RATING CRITERIA GOVERNING REGULATION OR LAW
MP-12 **IN-HOUSE DESIGN PERCENTAGE** FUND TYPE GROUPS: ALL MILITARY FUND TYPE GROUPS EXCEPT GROUPS 8A, 8B, 8C, 9C & 9D *CECW-E/CEMP-M*	MEASURES THE AMOUNT OF THE MILITARY WORKLOAD BEING DONE BY IN-HOUSE RESOURCES SOD: PROMIS/PPDS OR P2 VISIBILITY: MSC; REPORTED QUARTERLY	IN-HOUSE DESIGN WORKLOAD IS MEASURED OVER A FIVE FISCAL YEAR PERIOD (CURRENT PROGRAM FY ±2 PROGRAM FYS) TO ACCOUNT FOR FLUCTUATIONS IN PROGRAM SIZE AND PROJECT MIX. NOTE THAT ENVIRONMENTAL PROJECTS WILL NOW BE INCLUDED WHEN THE INFORMATION IS AVAILABLE IN PROMIS OR P2. INCLUDES ALL PROJECTS EXCEPT DESIGN-BUILD (AUTHORIZED PHASE CODE 7) AND THOSE WITH AN AUTHORIZED PHASE CODE OF '0'-NO DESIGN AUTHORITY, '5'-DEFERRED FROM PROGRAM, AND '8'- PROJECT CANCELLED. THE GOAL IS TO DESIGN 25% OF THE MILITARY WORKLOAD IN-HOUSE.	NUMERATOR: THE TOTAL PROGRAM AMOUNT (PA) OF PROJECTS REPORTED AS BEING DESIGNED IN-HOUSE (DESIGN BY CODE IS 'HL'). DENOMINATOR: THE TOTAL PA OF ALL KNOWN PROJECTS IN THE CURRENT PROGRAM FY AND ± 2 FYS) UNDER DESIGN.	RATING CRITERIA: GREEN: IN-HOUSE DESIGN PERCENTAGE ≤ 25% AMBER: 25% < IN-HOUSE PERCENTAGE ≤ 30% RED: IN-HOUSE PERCENTAGE > 30% [A COMPARISON FOR INFORMATION ONLY WILL ALSO BE SHOWNDESIGN-BUILD PROJECTS ONLY] GOVERNING REGULATION OR LAW: ER 1110-345-100, "DESIGN POLICY FOR MILITARY CONSTRUCTION"

CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
PROGRAMS				
CW-01 PROGRAMMING, BUDGETING AND EXECUTING CIVIL WORKS **TOTAL DIRECT PROGRAM** CECW-BD FARRINGTON/761-1944	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%. SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8) VISIBILITY: MSCs	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100%WITH A DEVIATION OF -2%	ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE AND COMPARED TO EXPENDITURE **GOAL OF 100%** WITH A DEVIATION OF -2%	GREEN: ≥ 98% AMBER: ≥ 95% - 98% RED: < 95%
CW-02 PROGRAMMING, BUDGETING AND EXECUTING **GENERAL INVESTIGATIONS** TOTAL PROGRAM CECW-BW COOK/761-5853	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%. SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8) VISIBILITY: MSCs	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100%WITH A DEVIATION OF -2%	ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE AND COMPARED TO EXPENDITURE **GOAL OF 100%** WITH A DEVIATION OF -2%	GREEN: ≥ 98% AMBER: ≥ 95% - 98% RED: < 95%
CW-03 PROGRAMMING, BUDGETING AND EXECUTING **CONSTRUCTION, GENERAL** TOTAL PROGRAM CECW-BE HENRY/761-5856	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%. SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8) VISIBILITY: MSCs	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%	ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE AND COMPARED TO EXPENDITURE **GOAL OF 100%** WITH A DEVIATION OF -2%	GREEN: ≥ 98% AMBER: ≥ 95% - 98% RED: < 95%

CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
CW-04 PROGRAMMING, BUDGETING AND EXECUTING **CONSTRUCTION, GENERAL - CONTINUING AUTHORITIES PROGRAM** TOTAL PROGRAM CECW-BE HENRY/761-5856	ACTUAL EXPENDITURE OF CAP FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%. SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8) VISIBILITY: MSCs	ACTUAL EXPENDITURE OF CAP FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%	ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE AND COMPARED TO EXPENDITURE **GOAL OF 100%** WITH A DEVIATION OF -2%	GREEN: ≥ 98% AMBER: ≥ 95% - 98% RED: < 95%
CW-05 PROGRAMMING, BUDGETING AND EXECUTING **OPERATIONS AND MAINTENANCE, GENERAL** TOTAL PROGRAM CECW-BC BITTNER/761-4130	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%. (R SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT CS CECW-B-8) VISIBILITY: MSCs	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100%WITH A DEVIATION OF -2%	ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE AND COMPARED TO EXPENDITURE **GOAL OF 100%** WITH A DEVIATION OF -2%	GREEN: ≥ 98% AMBER: ≥ 95% - 98% RED: < 95%
CW-06 PROGRAMMING, BUDGETING AND EXECUTING **MR&T TOTAL PROGRAM** CECW-BC JONES/761-4105	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100% WITH A DEVIATION OF -2%. SOD: CECW-BD SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8) VISIBILITY: MSCs	ACTUAL EXPENDITURE OF FUNDS EVALUATED AS A PERCENTAGE OF THE SCHEDULED EXPENDITURES REFLECTED IN THE 2101 BASIC SCHEDULE AND COMPARED TO AN EXPENDITURE GOAL OF 100%WITH A DEVIATION OF -2%	ACTUAL EXPENDITURES DIVIDED BY 2101 BASIC SCHEDULE AND COMPARED TO EXPENDITURE **GOAL OF 100%** WITH A DEVIATION OF -2%	GREEN: ≥ 98% AMBER: ≥ 95% - 98% RED: < 95%

CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
CW-07 **CONGRESSIONAL INTENT** CECW-BD FARRINGTON-LYNCH/761-1944	EXECUTION OF CONGRESSIONAL ADDS EVALUATED BY PROJECT STARTS WITHIN THE SAME APPROPRIATION YEAR **INCLUDED ARE STUDIES AND PROJECTS IN GI, CG, INCLUDING CAP, O&M, AND MR&T APPROPRIATIONS** SOD: CECW-BA SCHEDULES OF OBLIGATIONS AND EXPENDITURES 2101 REPORT (RCS CECW-B-8)	CONGRESSIONAL ADDS ARE THOSE NEW UNBUDGETED PROJECTS ADDED IN THE LEGISLATION & APPROVED FOR EXECUTION. DO NOT INCLUDE CONTINUING PROJECTS OR THOSE ADDED IN PRIOR YEARS UNDER SAME APPROPRIATION. **STARTED EQUALS THOSE STUDIES OR PROJECTS WHICH HAVE INCURRED AN EXPENDITURE.**	% STARTED = **ADDS (STARTED)** **DIVIDED BY** **SCHEDULED NEW START CONGRESSIONAL ADDS**	GREEN: 100% SCHEDULED AND STARTED WITHIN THE YEAR ADDED. AMBER: ≥ 90% - 99% RED: < 90%
CW-08 **CUSTOMER COMMITMENTS** CECW-BD HILTZ/761-1817	ACTUAL ACCOMPLISHMENT OF COMMITMENTS MADE WITH PROJECT SPONSOR EVALUATED AS A PERCENTAGE OF SCHEDULED COMMITMENTS MADE WITH PROJECT SPONSOR. SOD: PROJECT SPONSOR COMMITMENT MILESTONE DATES ENTERED IN PROMIS AND QUERIED BY PPDS. VISIBILITY: MSCs	COMMITMENTS MADE WITH PROJECT SPONSOR WHICH HAVE SCHEDULED DATES NEGOTIATED WITH PROJECT SPONSOR FOR ACHIEVEMENT IN CURRENT FY. MEASUREMENT IS A PERCENTAGE OF THE TOTAL NUMBER OF ACTUAL PROJECT SPONSOR COMMITMENTS MET ON TIME AS A FUNCTION OF THE TOTAL NUMBER OF PROJECT SPONSOR COMMITMENTS SCHEDULED.	NUMBER OF PROJECT SPONSOR COMMITENTS MET FOR THE REPORTING PERIOD DIVIDED BY THE NUMBER OF PROJECT SPONSOR COMMITMENTS SCHEDULED FOR THE REPORTING PERIOD.	GREEN: ≥ 90% AMBER: ≥ 80% <90% RED: < 80%
CW-09 **PROJECT MANAGEMENT PLANS** CECW-BD HILTZ/761-1817	USE OF PROJECT MANAGEMENT PLANS AND INCLUSION OF QUALITY OBJECTIVES AS ELEMENTAL TOOLS OF THE CORPORATE PROJECT MANAGEMENT BUSINESS PROCESS. SOD: QUARTELRY DATA CALL. VISIBILITY: MSCs	NUMBER OF PROJECTS, NUMBER OF PROJECTS WITH PROJECT MANAGEMENT PLANS (PMP'S), AND NUMBER OF PMP'S WITH QUALITY OBJECTIVES.	# OF PROJECTS W. PMP'S \# OF PROJECTS # PMP'S W. QUALITY OBJECTIVES # OF PROJECTS W. PMP'S	GREEN: ≥ 98% AMBER: ≥95% <98% RED: < 95%

CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
PLANNING				
CW-10 GENERAL INVESTIGATIONS (GI) STUDIES **(RECONS)** CECW-PM SMITH/761-4560	RECONNAISSANCE REPORTS EVALUATED BY ACTUAL COMPLETIONS AS A PERCENTAGE OF SCHEDULED COMPLETIONS. SOD: REPORTED COMPLETIONS IN GI DATABASE AND STUDY SCHEDULES CONTAINED IN CURRENT YEAR PLUS 1 JUSTIFICATIONS VISIBILITY: MSCs	A RECON REPORT IS COMPLETE WHEN THE DISTRICT SIGNS THE REPORT OR 905B ANALYSIS TO THE DIVISION FOR REVIEW OR WHEN THE STUDY IS TERMINATED	% COMPLETE = RECONNAISSANCE STUDY REPORTS COMPLETED DIVIDED BY REPORTS SCHEDULED	GREEN: > or = 90% SCHEDULED REPORTS ARE COMPLETED. AMBER: 80-89% SCHEDULED REPORTS ARE COMPLETED. RED: < 80% OF SCHEDULED REPORTS ARE COMPLETED.
CW-11 GENERAL INVESTIGATIONS (GI) STUDIES **(FEASIBILITIES)** CECW-PM SMITH/761-4560	FEASIBILITY STUDY COMPLETIONS EVALUATED BY ACTUAL COMPLETIONS AS A PERCENTAGE OF SCHEDULED COMPLEATIONS. SOD: REPORTED COMPLETIONS IN GI DATABASE AND STUDY SCHEDULES IN CURRENT YEAR PLUS 1 JUSTIFICATIONS VISIBILITY: MSCs	A STUDY IS CONSIDERED COMPLETE WHEN THE DIVISION ENGINEER'S REPORT IS ISSUED OR WHEN THE STUDY IS TERMINATED	% COMPLETE = FEASIBILITY REPORTS COMPLETED DIVIDED BY REPORTS SCHEDULED	GREEN: > or = 90% SCHEDULED REPORTS ARE COMPLETED. AMBER: 80-89% SCHEDULED REPORTS ARE COMPLETED. RED: < 80% OF SCHEDULED REPORTS ARE COMPLETED.

CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
ENGINEERING				
CW-12 **AWARD OF CONSTRUCTION CONTRACTS** CECW-EI STEELE/(703) 428-7338	CONSTRUCTION CONTRACT AWARDS WITH ECC OVER $1M (CG & MRT) EVALUATED BY ACTUAL AWARDS VS. SCHEDULED SOD: PPDS/PROMIS VISIBILITY: MSCs	AWARD OF CONSTRUCTION GENERAL (CG) AND MISSISSIPPI RIVER &TRIBUTARIES (MR&T) CONSTRUCTION CONTRACTS OVER $1MILLION.	% OF CONTRACTS AWARDED = # CONTRACTS AWARDED X 100 # AWARDS SCHEDULED	GREEN: ≥ 90% AMBER: ≥ 80% AND ≤ 89% RED: < 80%
CW-13 **DESIGN COMPLETIONS** CECW-EI STEELE/ (703) 428-7338	DESIGN COMPLETIONS WITH ESTIMATED CONSTRUCTION COSTS (ECC) OVER $1M (CG & MR&T) EVALUATED BY ACTUAL COMPLETIONS VS. SCHEDULED. SOD: PPDS/PROMIS VISIBILITY: MSCs	DESIGN COMPLETION FOR CONSTRUCTION GENERAL (CG) AND MISSISSIPPI RIVER AND TRIBUTARIES (MR&T) CONSTRUCTION CONTRACTS OVER $1 MILLION.	% OF DESIGNS COMPLETED = # DESIGNS COMPLETED X 100 # DESIGNS SCHEDULED	GREEN: ≥ 90% AMBER: ≥ 80% AND ≤ 89% RED: < 80%

CIVIL WORKS

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation(s)	Rating Criteria
POLICY				
CW-14 **PROJECT COOPERATION AGREEMENTS** CECW-PC SMITH/ 202-761-4236	PROJECT COOPERATION AGREEMENTS (PCAs) EVALUATED BY ACTUAL VS SCHEDULED SOD: MSC SCHEDULES AND EXECUTED PCA DATA FROM CECW-PC VISIBILITY: MSCs	PROJECT COOPERATION AGREEMENTS EXECUTED AS A PERCENTAGE OF PCAs SCHEDULED FOR EXECUTION BY THE MSCs	% EXECUTED # PCAs EXECUTED DIVIDED BY # PCAs SCHEDULED	GREEN: ≥ 90% AMBER: ≥ 80% AND ≤ 89% RED: < 80%

REAL ESTATE

Functional Area and Proponent	Indicator and Evaluation Source of Data Visibility Level	Definition	Calculation (s)	Rating Criteria & Governing Regulation or Law
Acquisition				
RE01 Recruiting Facilities Program CERE-AM Silver 202-761-7495	High priority recruiting facilities leasing action delivery dates compared against the service recruiting commands' requested Beneficial Occupancy Dates. SOD: RFMIS VISIBILITY: Districts	Providing all Recruiting Facility High Priority Actions on the date requested by the Service Recruiting Command.	Each high priority recruiting facility lease possible score: BOD –30 to +2 days = 4, BOD +3 to +9 days = 3 BOD +10 to +19 days = 2 BOD >20 days = 1 Rating: total score / possible score	Rating Criteria: GREEN: >75 (-30 to +9 days variance) AMBER: >50% to 74.99% (+10 to + 19 days) RED: <49.99% (> 20 days variance)
RE02 Lease Government Housing Program CERE-M-D Paladino 202-761-7545	Family housing leasing action delivery dates compared against requesting commands' initial request dates. SOD: RFMIS VISIBILITY: Districts	Providing service members with leased family housing within time period based upon request dates and family arrival dates.	BOD is later of initial request date + 30 days, or family arrival date. Each family housing lease possible score: BOD –9 to -1 days = 4, BOD 0 to +1 day = 3, BOD +2 to +7 days = 2, BOD >8 days = 1 Rating: total score / possible score	Rating Criteria: GREEN: >75 (-9 to +1 days variance) AMBER: >50% to 74.99% (+2 to + 7 days) RED: <49.99% (> +8 days variance)

RESEARCH AND DEVELOPMENT

Functional Area and Proponent	Indicator and Evaluation Visability Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
RD01 Military Direct R&D Projects	Quarterly status of obligations by major mission area and STO products executed by USACE	STO Milestones scheduled in STO Reports or Management Plans. Military Direct obligations are scheduled annually in an obligation plan required by ASALT.	Assess monthly and quarterly progress against major STO Milestones. Assess monthly and quarterly percent of obligations against scheduled.	Milestones GREEN: All milestones met AMBER: Critical milestone delayed but will be met in next quarter RED: Milestone cannot be completed within STO period of performance Obligations Green = >95% Amber = 90-95% Red = <90%
RD02 Military Reimbursable R&D Projects	Quarterly status of obligations by major mission area and status of major customer products.	Project scheduled products are defined in formal proposals approved by customers.	Assess progress towards on-time completion of products.	Product Completion GREEN: Will deliver on time AMBER: Potential delay but will deliver IAW sponsored-generated deadline RED: Will not deliver or long delay
RD03 Civil Works Direct R&D Projects	Quarterly status by major program area of expenditures versus scheduled and progress toward achieving major FY Milestones	Critical Milestones are updated once annually by program managers in conjunction with program monitors, upon receipt of funds. CW expenditures are reported monthly and compared against scheduled plan required by HQUSACE	Monitor critical milestone completion against scheduled dates. Percent funds expended by quarter versus scheduled.	Milestones GREEN: will complete on time AMBER: Will complete/Short delay RED: Long delay or will not be completed Expenditure Green >95% Amber > 90-95% Red <90%

RESEARCH AND DEVELOPMENT

Functional Area and Proponent	Indicator and Evaluation Visability Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
RD04 Civil Works Reimbursable Projects	Quarterly Status by major customer of expenditures versus scheduled and status of product delivery.	Products/schedule defined proposals to customers.	Assess progress towards on-time completion of products.	Milestones GREEN: will complete on time AMBER: Will complete/Short delay RED: Long delay or will not completed

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
Finance and Accounting				
RM01 Revolving Fund Results of Operation CERM-F	Overall ending balance of major accounts (Overhead and Shop & Facility) are targeted against an expensed based nominal balance. SOD: Statement of Results of Operations 3021 Visibility: HQ, MSCs, and Separate FOAs	NOMINAL BALANCE is a year-end account balance which falls within a plus or minus of 1% of current year expenses.	X = percentage the EOP balance is over or under the total expenses at the end of the reporting period. X = Expense x 1% EOP balance cannot exceed X	Goal: To achieve a zero balance in all Revolving Fund Accounts. An unacceptable balance at end of period (EOP Balance) is one that is greater than: 3rd Qtr 2% 4th Qtr 1%
RM02 Civil and Military CFO MSC Self Assessments CERM-F	1) Asset Cost Table Reconciliation 2) CIP-Proper Identification of Costs 3) Abnormal General Ledger Balances 4) Management of Accounts Receivable 5) Project Cost Transfers 6) Systems Security Issues 7) Accumulated Depreciation 8) Accounts Payable-Accruals SOD: MSC/District rating Visibility Level: HQ, MSCs, and Separate FOAs	CFO issue has been resolved in accordance with guidance in information paper. Ultimate goal is to receive an Unqualified audit opinion on USACE financial statements.	Assess response from Districts to determine if they have completed required action per information papers.	GREEN: Action required in Information paper completed and verified by RM. RED: Action required in Information paper not completed or verified. Governing Regulations: - CFO Act 1990 - ER 37-2-10 - CFO Information Papers available on HQ RM homepage.

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
RM03 Military Problem Disbursements CERM-F	Army/USACE goal is to obligate or correct all problem disbursements within 120 days. Visibility: OSD, HQDA, and HQUSACE SOD: Monthly problem disbursement reports from UFC, POH, HQUSACE, HQDA, and DFAS-IN	Problem disbursements are disbursements made, whereby insufficient or no corresponding obligations can be found in the accounting records. Transactions are aged at 30-day intervals. Balances can be positive or negative and are reviewed monthly at the disbursing station, FY and appropriation level.	Calculate problem disbursements using monthly problem disbursement reports provided by the UFC and POH and/or HQUSACE, HQDA, and DFAS-IN.	GREEN: No problem disbursements over 120 days old RED: Problem disbursements over 120 days old Governing Laws/Regulations: DOD FMR, Vol. 3, Ch.8 and Ch. 11 DFAS-IN 37-1, Ch. 8 and Ch. 27 HQDA annual memo to MACOMs
RM04 Military Canceling Appropriation Unliquidated Obligations CERM-F	Army/USACE goal is a 100% reduction for Unliquidated Obligations (ULO) in military appropriations canceling this FY. Visibility: OSD, HQDA and HQUSACE SOD: Monthly ICAR 218 report	ULO is the difference between the obligation and disbursement amounts. ULO balances can be positive or negative and are reviewed at the FY, appropriation and source of funding (direct and automatic) levels. Military appropriations cancel after being expired (not available for new obligations) for 5 years.	Calculate MSC ULO balance by summing District ULO balances. Compare MSC ULO balance to rating criteria to determine status.	GREEN: No MSC ULOs in appropriations canceling this FY and at least a 50% ULO reduction for appropriations canceling next FY RED: MSC ULOs in appropriations canceling this FY or less than 50% ULO reduction for appropriations canceling next FY Governing Laws/Regulations: 31 USC 1551-1557 DOD FMR, Vol. 3, Ch.8 DFAS-IN 37-1, Ch. 27 HQDA annual memo to MACOMs

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
RM05 Military 4th Expired Year Appropriation Unliquidated Obligations CERM-F	Army/USACE goal is a 50% reduction for Unliquidated Obligations (ULO) in military appropriations canceling next FY. Visibility: OSD, HQDA and HQUSACE SOD: Monthly ICAR 218 report	ULO is the difference between the obligation and disbursement amounts. ULO balances can be positive or negative and are reviewed at the FY, appropriation and source of funding (direct and automatic) levels. Military appropriations cancel after being expired (not available for new obligations) for 5 years.	Calculate MSC ULO balance by summing District ULO balances. Compare MSC ULO balance to rating criteria to determine status.	GREEN – At least a 50% ULO reduction for appropriations canceling next FY RED – Less than a 50% ULO reduction for appropriations canceling next FY Governing Laws/Regulations: 31 USC 1551-1557 DOD FMR, Vol. 3, Ch.8 DFAS-IN 37-1, Ch. 27 HQDA annual memo to MACOMs
RM06 Revolving Fund Annual Leave Funding CERM-F	Balance of Accrued Leave Account at end of leave year is targeted against the Annual Leave Liability with a goal of 100%-115% funded at end of leave year. SOD: Accrued Leave Analysis Visibility: HQ, MSCs, and Separate FOAs	LIABILITY = Each employees Annual, Credit & Compensatory Leave Balance X their hourly rate plus applicable government contributions. ACCRUED LEAVE ACCOUNT = Net of Revolving Fund accounts RF9310, RF9320 and RF9330. TARGET = Mid-point of each of the goals established for each quarter. VARIANCE = Difference between account balance and target.	X = Liability X Target = Target Liability; Funding - Target Liability = Variance$, Variance$ / Liability = Variance%. Combined Variance % 0 – 8% = Green 8% - 14% = Amber GT 14% = Red	Goal: To ensure the Corps Annual Leave Liability is fully funded. Expectable levels of tolerance at the end of each period are: Goal / Target 1st Qtr 100%-115% / 107.5% 2nd Qtr 107%-123% / 115% 3rd Qtr 114%-130% / 122% 4th Qtr 120%-136% / 128%

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
Manpower & Force Analysis		MANPOWER MANAGEMENT: Constructing utilization plans projecting civilian work years by month throughout the fiscal year and managing civilian FTE execution on a monthly basis within established tolerances of that plan. Plans, for CMR purposes, are due NLT 15 Nov 02 and revised plans are due NLT 16 Apr 03.		
RM07 Military and Civil CERM-M	Total actual cumulative civilian manpower FTE utilization evaluated as a % variance from the combined/latest approved Civilian Employment Plan (CEP) and Civil Workyear Utilization Plan (CWUP). <u>Source of Data</u>: CEP & CWUP – latest HQUSACE approved plans; ACTUAL FTE – Military and Civil FTE report submissions from field activities. AUTHORIZED FTE – latest published manpower portion of the CCG. <u>Functional Areas</u>: HQUSACE, Division Headquarters, Districts, ERDC, Centers, and Separate FOAs.	The CEP and the CWUP for a particular month/quarter show projected military and civil-funded FTE utilization. CEFMS Military Funded FTE and OPM 113G reports show actual FTE utilization. These reports will be used for monthly analysis of execution and the development of quarterly CMR charts. All other required monthly reports must be submitted to CEEMIS by the requested date. These additional reports are used for a more detailed monthly analyses of execution results.	% Variance = (YTD FTE ACTUALS – FTE PROJECTIONS) / (FTE PROJECTIONS)	Rating Criteria %: <u>GREEN:</u> 1st QTR -1.0 thru +2.0 2nd QTR -1.0 thru +2.0 3rd QTR -1.0 thru +2.0 4th QTR -1.0 thru +2.0 <u>AMBER:</u> 1stQTR .>-1.0 thru -1.5 or >+2.0 thru +2.5 2ndQTR >-1.0 thru -1.5 or >+2.0 thru +2.5 3rdQTR >-1.0 thru -1.5 or >+2.0 thru +2.5 4thQTR >-1.0 thru -1.5 or >+2.0 thru +2.5 <u>RED:</u> 1st QTR >-1.5 or >+2.5 2nd QTR >-1.5 or >+2.5 3rd QTR >-1.5 or >+2.5 4th QTR >-1.5 or >+2.5

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
	Business Practices Chargeability (Military/Civil)			
RM08 Consolidated Chargeability For Military **CDO Districts** Design Chargeability **Non-CDO Districts** CERM-P	Labor charged directly to projects evaluated as a proportion of all labor costs. SOD: Cost of Doing Business (CODB) Military Matrix Report (CEFMS) Data extracted from columns: 1, 3, 4, 6, 8, 9, 10, 11, 12, 14, 16 and 17 Data extracted from columns: 1, 6, 8 and 14 Visibility: MSCs	LABOR EFFICIENCY: Percent of total labor charged directly to projects and programs. The categories of work included are planning, engineering and design, contracting, and construction costs.	CHARGEABILITY = Direct labor costs (Direct labor+indirect labor+absence amount) NOTE: A low chargeability indicates an inefficient distribution of direct and indirect labor-too much labor is indirectly charged or workload is not sufficient to support current workforce. An excessive rate could imply there may not be sufficient administrative staff to perform mission or we are overcharging our customers for administrative tasks.	TARGET: 60% GREEN: 58-64% (≤ 3% below target or < 7% above target) AMBER: 57%, 65-67% (>3% below target and < 7% below target or ≥7% above target and <12% above the target) RED: ≤ 56% or ≥ 68% (≥ 5% below target or ≥ 12% above the target).
RM09 Consolidated Chargeability For Civil **CDO Districts** Design Chargeability **Non-CDO Districts** CERM-P	Labor charged directly to projects evaluated as a proportion of all labor costs. SOD: CODB Civil Matrix Report (CEFMS) Data extracted from columns: 1, 2, 3, 4, 8, 9, 19 and 22 Data extracted from columns: 3, 4, 18 and 21 Visibility: MSCs	LABOR EFFICIENCY: Percent of total labor charged directly to projects and programs. The categories of work included are planning, engineering and design, contracting, and construction costs.	CHARGEABILITY = Direct labor costs (Direct labor+indirect labor+absence amount) NOTE: A low chargeability indicates an inefficient distribution of direct and indirect labor-too much labor is indirectly charged or workload is not sufficient to support current workforce. An excessive rate could imply there may not be sufficient administrative staff to perform mission or we are overcharging our customers for administrative tasks.	TARGET: 60% GREEN: 58-64% (≤ 3% below target or < 7% above target) AMBER: 57%, 65-67% (>3% below target and < 7% below target or ≥7% above target and <12% above the target) RED: ≤ 56% or ≥ 68% (≥ 5% below target or ≥ 12% above the target).

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
	Business Practices ***General & Administrative Overhead***			
RM10 Military General And Administrative (G&A) Overhead **CDO Districts** CERM-P	G&A overhead evaluated as a percentage of base salary dollars and fringe benefits. SOD: Cost of Doing Business (CODB) Military Matrix Report (CEFMS) Visibility: Districts	Efficiency of indirect costs for general and administrative activities. Indirect costs charged to military workload divided by base labor and fringe charged to that workload. SMALLER DISTRICTS: Total military direct labor base ≤ $13 million LARGER DISTRICTS: Total military direct labor base >$13 million **Note: Non-CDO Mil G&A – See RM10a**	G&A Percentage = (G&A Costs Charged Mil Workload) Base salary dollars + fringe benefits NOTE: Efficiency of indirect costs for general and administrative activities. If this percentage is too high, indirect costs exceed amount necessary to perform mission and/or workload may not be sufficient to absorb the base overhead staffed.	**CONUS:** SMALLER DISTRICT: Target: 26% GREEN: ≤ 26-28% (≤ target and <10% over the target) AMBER: 29-30% (≥ 10% over the target and <20% over the target) RED: ≥ 31% (≥ 20% over the target) LARGER DISTRICT: Target: 24% GREEN: ≤ 24-26% (≤ target and <10% over the target) AMBER: 27-28% (≥ 10% over the target and <20% over the target) RED: ≥ 29% (≥ 20% over the target) **OCONUS:** SMALLER DISTRICT: Target: 30% GREEN: ≤ 30-32% (≤ target and <10% over the target) AMBER: 33-35% (≥ 10% over the target and <20% over the target) RED: ≥ 36% (≥ 20% over the target) LARGER DISTRICT: Target: 28% GREEN: ≤ 28-30% (≤ target and <10% over the target) AMBER: 31-33% (≥ 10% over the target and <20% over the target) RED: ≥ 34% (≥ 20% over the target)

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
RM10a Military General And Administrative (G&A) Overhead **Non-CDO Districts** CERM-P	G&A overhead evaluated as a percentage of base salary dollars and fringe benefits. SOD: Cost of Doing Business (CODB) Military Matrix Report (CEFMS) Visibility: MSC / Mil Districts	Efficiency of indirect costs for general and administrative activities. Indirect costs charged to military workload divided by base labor and fringe charged to that workload. SMALLER DISTRICTS: Direct labor base ≤ $13 million LARGER DISTRICTS: Direct labor base >$13 million	G&A Percentage = (G&A Costs Charged Mil Workload) Base salary dollars + fringe benefits NOTE: Efficiency of indirect costs for general and administrative activities. If this percentage is too high, indirect costs exceed amount necessary to perform mission and/or workload may not be sufficient to absorb the base overhead staffed.	**CONUS:** SMALLER DISTRICT: Target: 27% GREEN: ≤ 27-29% (≤ target and <10% over the target) AMBER: 30-31% (≥ 10% over the target and <20% over the target) RED: ≥ 32% (≥ 20% over the target) LARGER DISTRICT: Target: 25% GREEN: ≤ 25-28% (≤ target and <10% over the target) AMBER: 29-31% (≥ 10% over the target and <20% over the target) RED: ≥ 32% (≥ 20% over the target) **OCONUS:** SMALLER DISTRICT: Target: 31% GREEN: ≤ 31-34% (≤ target and <10% over the target) AMBER: 35-37% (≥ 10% over the target and <20% over the target) RED: ≥ 38% (≥ 20% over the target) LARGER DISTRICT: Target: 29% GREEN: ≤ 29-32% (≤ target and <10% over the target) AMBER: 33-35% (≥ 10% over the target and <20% over the target) RED: ≥ 36% (≥ 20% over the target)

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
RM11 Civil General and Administrative (G&A) Overhead **CDO Districts** CERM-P	Indirect costs evaluated as a percentage of based salary dollars and fringe benefits. SOD: CODB Civil Matrix Report (CEFMS) Visibility: Districts	Efficiency of indirect costs for general and administrative activities. Indirect costs charged to military workload divided by base labor and fringe charged to that workload. SMALLER DISTRICTS: Total civil direct labor base ≤$15 million MIDDLE DISTRICTS: Total civil direct labor base >$15 and <$29 million LARGER DISTRICTS: Total civil direct labor base ≥$29 million **Note: Non-CDO Civ G&A – See RM11a**	G&A Percentage = (G&A Costs Charged Civil Workload) Base salary dollars + fringe benefits NOTE: If this percentage is too high indirect costs exceed amount necessary to perform mission and/or workload may not be sufficient to absorb the base overhead staffed.	**CONUS:** SMALLER DISTRICT: Target: 32% GREEN: ≤ 32-34% (≤ target and <10% over the target) AMBER: 35-37% (≥ 10% over the target and < 20% over the target) RED: ≥ 38% (≥ 20% over the target) MIDDLE DISTRICT: Target: 27% GREEN: ≤ 27-29% (≤ target and <10% over the target) AMBER: 30-31% (≥ 10% over the target and < 20% over the target) RED: ≥ 32% (≥ 20% over the target) LARGER DISTRICT: Target: 23% GREEN: ≤ 23-25% (≤ target and <10% over the target) AMBER: 26-27% (≥ 10% over the target and < 20% over the target) RED: ≥ 28% (≥ 20% over the target) **OCONUS**: SMALLER DISTRICT: Target: 33% GREEN: ≤ 33-36% (≤ target and <10% over the target) AMBER: 37-39% (≥ 10% over the target and < 20% over the target) RED: ≥ 40% (≥ 20% over the target)

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation or Law
RM11a Civil Works General and Administrative (G&A) Overhead **Non-CDO Districts** CERM-P	Indirect costs evaluated as a percentage of based salary dollars and fringe benefits. SOD: CODB Civil Matrix Report (CEFMS) Visibility: MSC / Civ Districts	Efficiency of indirect costs for general and administrative activities. Indirect costs charged to military workload divided by base labor and fringe charged to that workload. SMALLER DISTRICTS: Direct labor base ≤$15 million MIDDLE DISTRICTS: Direct labor base >$15 and <$29million LARGER DISTRICTS: Direct labor base ≥$29 million	G&A Percentage = (G&A Costs Charged Civil Workload) Base salary dollars + fringe benefits NOTE: If this percentage is too high indirect costs exceed amount necessary to perform mission and/or workload may not be sufficient to absorb the base overhead staffed.	**CONUS:** SMALLER DISTRICT: Target: 33% GREEN: ≤ 33-36% (≤ target and <10% over the target) AMBER: 37-39% (≥ 10% over the target and < 20% over the target) RED: ≥ 40% (≥ 20% over the target) MIDDLE DISTRICT: Target: 28% GREEN: ≤ 28-30% (≤ target and <10% over the target) AMBER: 31-33% (≥ 10% over the target and < 20% over the target) RED: ≥ 34% (≥ 20% over the target) LARGER DISTRICT: Target: 24% GREEN: ≤ 24-26% (≤ target and <10% over the target) AMBER: 27-28% (≥ 10% over the target and < 20% over the target) RED: ≥ 29% (≥ 20% over the target) **OCONUS**: SMALLER DISTRICT: Target: 33% GREEN: ≤ 33-36% (≤ target and <10% over the target) AMBER: 37-39% (≥ 10% over the target and < 20% over the target) RED: ≥ 40% (≥ 20% over the target)

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation Or Law
	Business Practices ***Supervision & Administration (S&A)***			
RM12/RM13 Supervision and Administration (MILCON) and (O&M) Fund Type Groups: All Military CERM-P	Management of S&A costs evaluated by rates based on actual placement. Expenses and income, MILCON and O&M rates are established by MSC & Suballocated to Districts. SOD: SA95 Report (CEFMS) Visibility: Military and Environmental Districts	MILCON (RM12) and O&M (RM13) actual placement and expenses are totalled for the current fiscal year. Actual S&A rates are equal to actual expenses divided by actual placement. Significant variations from S&A targets are defined as deviation which exceed the following: MILCON plus or minus 0.3 percent, O&M plus or minus 0.4 percent, and DERP plus or minus 0.6 percent. Acceptable variations are variations that are not significant.	The S&A rate is equal to the expenses divided by the placement for the current year.	GREEN: Actual S&A rates are within the acceptable variation of the S&A target (year-end) or monthly schedule. AMBER: Actual S&A rates are within 1% of the S&A target (year-end) or monthly schedule. RED: Actual S&A rates are over or under the S&A target (year-end) or monthly schedule by more than 1%. ER 415-1-16
RM14 S&A Gains And Losses CERM-P	Solvency of the RF S&A accounts are impacted by the gains and losses generated by each MSC. SOD: SA95 Report (CEFMS) 3021 Report (RF Results of Operations) (CEFMS)	Actual gain (losses) are equal to income minus expense. Scheduled income is calculated by multiplying scheduled placement times applicable flat rate. Significant variations also include a fluctuation in either income or expenses that will cause the MSC to exhaust it's "checking" account at year-end.	Current FY Gains or Losses = Current FY Income less Current FY Expenses	GREEN: Actual gain/loss deviates from the S&A target (year-end) or schedule by an amount equal to or less than the acceptable variation. AMBER: Actual gain/loss deviates from the S&A target (year-end) or schedule by an amount equal to or less than 1% (times placement) but greater than the acceptable variation. RED: Actual gain/loss deviates from the S&A target (year-end) or schedule by an amount greater than 1% (times placement) or exhaust the MSC "checking" account at year end.

RESOURCE MANAGEMENT

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation(s)	Rating Criteria Governing Regulation Or Law
RM15 S&A Leakage CERM-P	Collection of all earned income is required. SOD: SA95 Report (CEFMS) Total Obligation Line Item (OLI) Leakage	S&A MILCON and O&M Leakage: Difference between expected and actual income.	Leakage = Expected Income – Actual Income (Expected Income = Placement x S&A Rate)	GREEN: Leakage ≤ $25K per military district AMBER: > $25K thru $100K per military district RED: Greater than $100K per military district "Overall division rating is based on average district performance (total leakage divided by number of military districts)."

HUMAN RESOURCES

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
HR01 Organization Structure CEHR-E	Supervisory ratio is evaluated against the FY 03 USACE Goal of 1:10 SOD: DCPDS VISIBILITY: Districts	Ratio of supervision to non-supervisors	Ratio = 1 Supervisor : Number of non-supervisors divided by number of supervisors	Rating Criteria: GREEN: Ratio =>1:10 AMBER: Ratio =>1:9.3 <1:10 RED: Ratio < 1:9.3

EQUAL EMPLOYMENT OPPORTUNITY

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
AFFIRMATION ACTION PROGRESS				
EEO01 Affirmative Action Progress GS 13-15	Affirmative action progress toward ultimate workforce diversity goals for grades GS/GM13-15 of districts, divisions, headquarters, laboratories, and other separate reporting units evaluated by change in percentage representation of under represented groups. SOD: ACPERS	This indicator measures organizations= progress toward parity in representation of minorities and women in grades GS/GM 13-15.	For each underrepresented group in each occupational category, grades 13-15, subtract percentage representation as of beginning of Fiscal Year from percentage representation as of end of quarters. Add all increases and decreases to yield total net change.	Rating Criteria: GREEN: Total net change>0.0 AMBER: Total net change= 0.0 RED: Total net Change<0.0
EEO CASE RESOLUTION				
EEO02 Informal Case Resolution	Cases resolved at informal stage (do not result in formal complaints) evaluated against the Army-wide average (51% of all cases being resolved at the informal stage). SOD: Quarterly Report	This indicator measures organizations = resolution of EEO cases at the lowest level, where the commander has the most authority and discretion, and where costs and disruptions to the mission are minimized.	Divide informal cases resolved by total informal cases. Multiply quotient by 100.	Rating Criteria: GREEN: 51% or more resolved Informally. AMBER: 38-50% RED: 37% or less

CORPORATE INFORMATION

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
CI01 Improve the IT Capital Planning Process CECI	Identifies breadth and depth of command use of IT investment decision processes. Visibility Level: District Regional Enterprise Source of Data: ITIPS	Ensure visibility of well planned and budgeted funding of IT resources by comparing the number of IT investments obligated in CEFMS to the total number of IT investments budgeted in ITIPS. FY03 Goal 70%	% = Number Matched IT #s ——— Number Obligated	Green = 85-100% Amber = 65-84% Red = < 65%
CI02 Information Assurance Vulnerability Alert (IAVA) CECI	Identifies to what degree USACE has completed IAVA actions. Visibility Level: District Regional Enterprise Source of Data: Reports from field. Data is reported through each Command Information Assurance Officer to the MACOM IA Program Manager. https://corpsinfo.usace.army.mil/ci/ia/reports/acertcomplyFY02.html	IAVA is a positive control mechanism that pushes alerts and advisories on IA security vulnerabilities to IA personnel. IAVA also requires the tracking of response and compliance to the messages. Compliance command-wide and by each command. FY03 Goal 100%	Number of actions ——— Number of actions acknowledged And Number of actions ——— Number of actions completed	Green = All actions completed Amber = All actions Acknowledged but not completed Red = Not all actions acknowledged or started AR 25-1 Quarter Goal 25% Increase from previous quarter

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
LD01 Personal Property Management CELD-MS	Cyclic inventory of nonexpendable personal property evaluated by % of items inventoried during a running 365 day period. Data captured from barcode scanners and reconciled electronically in APPMS will update command charts. SOD: MSCs (APPMS) MSC, DIST, FOAs, Labs Identification of capitalized assets and depreciation status DOD: MSCs (APPMS/CEFMS) MSC, Centers, Districts, FOAs	% of item inventoried is equal to (# items inventoried (365 days) by barcode scanner) X 100 (# items recorded on Property Book) • Number of items meeting civil and military capitalization criteria and; • Number of capitalized items fully depreciated and associated replacement cost based on original acquisition price and; • Number of capitalized items with one year of depreciation remaining and associated replacement cost based on original acquisition cost. Formula = # of capitalized items fully depreciated X 100 # of capitalized assets # of capitalized items within 1 year of full depreciation X 100 # of capitalized items		Rating Criteria: GREEN: 98-100% YELLOW: 95-97% RED: 94% and below *Note: This is based on the Army/USACE Goal of 100% with the Army management Level set at 95%* GREEN: <10% AMBER: 11-19% RED: >20%

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
LD02 Motor Vehicle Management CELD-T	Utilization rate evaluated by: Number of miles driven	Average mileage per vehicle driven for the quarter = total number of miles driven for the quarter divided by the average number of vehicles on hand. Projected miles driven for the quarter per vehicle = 2500 miles. Utilization Rate = average mileage per vehicle driven for the quarter divided by the projected miles driven per vehicle. Reported Utilization will be an annual rate based on the three previous quarters plus the currently submitted quarter.		Rating Criteria: GREEN: > 85% RED: < 85%

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
LD03 Vehicle Cost Per Mile CELD-T	Fleet Cost Per Mile (CPM) Vehicle operating cost (VOC): by total fleet; and by vehicle type	Cost Per Mile = total operating cost divided by total miles driven for the quarter. (CPM is compared against Large Military Fleet averages published in GSA's Federal Motor Vehicle Fleet Report.) Vehicle Operating Cost = total operating cost per category of vehicles and rollup for entire fleet. (Total operating cost is compared against Large Military Fleet averages published in GSA's Federal Motor Vehicle Fleet Report.)		GREEN: <= Military CPM RED: > Military CPM GREEN: <= Military VOC RED: > Military VOC
LD04 Real Property Management Program – Current CELD-ZE	Current Adjusted Administrative space, owned and leased, evaluated by net sq ft/allocation SOD: MSCs (annual real property utilization survey) MSC, DIST, FOAs, Labs	*ADMIN SPACE UTILIZATION* = *TOTAL NET ADMIN SPACE* / *TOTAL FACILITY ALLOCATION* CURRENT ADJUSTED *Omits SF for waivers and space on military installations		Rating Criteria: GREEN: ≥144 & ≤ 162 NSF/ALLOC AMBER: >162 & ≤ 178/≤ 143 & ≥ 130 NSF/ALLOC RED: > 178/< 130 NSF/ALLOC

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
LD05 Real Property Mgmt Program Plan CELD-ZE	Plan - Adminstrative space, owned & leased, evaluated by space reduction according to plan: SOD: MSCs (Annual Real Property Utilization Survey) Dists, FOAs, Labs	Adminstrative Space Utilization Plan is the USACE approved field command plan to reduce excess space by meeting major milestones and reaching target utilization rate (162) by plan completion date.		Rating Criteria: Green: Approved plan meeting milestones Amber: Approved plan but slipping milestones with remedial plan being developed. Red: No Plan in place; or plan milestones slippage with no remedial action plan submitted.

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
LD06 Inventory Assets CELD-MS	Calculation of Order Ship Time criteria is evaluated by reviewing the stockage criteria for a specified time period. Average value of inventory/operating material and supplies is evaluated by reviewing the total value of items held in inventory (stratified by source of funding) divided by the number of items on-hand each quarter	ORDER SHIP TIME % =	Number items received > 10 days from order date (_____) X 100 total number inventory items Acquisition value of all items held in inventory / Total number of items held in inventory (stratified by funding source) X 100	GREEN: > 10 days for ≥ 10% of total inventory RED: < 10 days for > 10% of total inventory No specific rating criteria Regulations: ER 700-1-1 & AR 710-2

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
LD07 Property Usage Standards CELD-MS	Quarterly calculation of personal property usage evaluated by: (a) Meeting minimum standard in days, and/or (b) Meeting minimum standard in percentage of use. Visibility Level - Data gathered by Facilities and Equipment Maintenance (FEM) System. SOD: MSCs, Dists, FOAs and Labs Note: This performance indicator will not be utilized until the Facilities and Equipment Maintenance (FEM) Systems is fully implemented USACE-wide	a. Floating plant property, and all capitalized property not specifically listed in, or similar to, any of the property categories in Table 1-5, EP 750-1-1, will have standard of 45 days minimum quarterly use. b. For all other items (includes special purpose equipment) requiring usage reporting, compute quarterly use percentage with operational days as basis. Multiply number of days operated per year by 100, and divide product by number of operational days in the quarter. Compare % to that in Table 1-5. Reporting Periods: 1st Qtr: 1 Oct – 31 Dec – 92 possible days 2nd Qtr: 1 Jan – 31 Mar – 91 possible days 3rd Qtr: 1 Apr – 30 Jun – 91 possible days 4th Qtr: 1 Jul – 30 Sep – 92 possible days		GREEN: ≥85% AMBER: 75-84% RED: 74% and below. Regulations: ER 700-1-1, ER 750-1-1, AR 750-1, and AR 71-32

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
LD08 Equipment Operational (Availability) Rate CELD-MS	Equipment operational rates evaluated by percent of days equipment is available for use. SOD: MSC's Operational and Maintenance Records. Note: This performance indicator will not be utilized until the Facilities and Equipment Maintenance (FEM) Systems is fully implemented USACE-wide	An operational rate is another indicator to diagnose the performance level of an equipment management program. USACE has set operational criteria or a goal for command activities to strive for or surpass. Operational Rate: Available Days / Possible Days X 100 Example: 82/91 = .901 X 100 = 90.1 (Green)		Green: 85% or higher Amber: 75 – 84% Red: 74% or less Regulations: ER 700-1-1, ER 750-1-1, AR 750-1, and AR 71-32

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
LD09 Equipment Maintenance Backlog CELD-MS	Equipment maintenance backlog costs is evaluated by the percent of scheduled work against the hours for in-completed scheduled work. SOD: MSCs (Maintenance Cost & Repair Records), DIST, FOAs, LABs Note: This performance indicator will not be utilized until the Facilities and Equipment Maintenance (FEM) Systems is fully implemented USACE-wide.	An effective and efficiency equipment maintenance management program can be determined by monitoring the scheduled and the in-completed scheduled work at the end of a set time (quarterly). <u>Maintenance Backlog Costs</u> Total Maintenance hours and repair parts costs (Scheduled - Incomplete maintenance hours and repair parts costs) = Backlog Costs/Scheduled X 100 =Backlog Percent. Example: $200 + $1500 – $50 + $250 =$1400 Backlog Costs $300 Backlog Percent= $300/$1700 = 0.176 X 100 = 18 % (Red)		Green: 10% or less Amber: 11-15 % Red: 16% or higher Regulations: ER 700-1-1, ER 750-1-1, AR 750-1, and AR 71-32

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
LD10 Report of Survey Management Information CELD-MS	Summery data is complied and provided for Command Management Information Data collected by APPMS from MSCs, Districts,FOAs, and the Laboratory SOD: Report of Survey Register for MSCs, Dist, FOAs, and Laboratory	Report of Survey Information: Lost items. #of ROS Documents processed = the number of documents to which a ROS number was assigned during the Reporting Quarter. #of ROS line items = the number of items on each document listed above. Total Value of all ROS = Value as listed on the documents listed above. Total Value Assessed to Individual = the amount of money withheld from an individuals pay if required to reimburse the government for the loss. Total loss to the Government = the Difference of ***total value all*** minus the ***total value assessed to individual***. Damaged Items # of ROS Documents processed = the number of documents to which a ROS number was assigned during the Reporting Quarter. #of ROS line items = the number of items on each document listed above. Total Value of all ROS = Value as listed on the documents listed above. Total Value Assessed to Individual = the amount of money withheld from an individuals pay if required to reimburse the government for damaged items. Total loss to the Government = the Difference of ***total value all*** minus the ***total value assessed to individual***.		No Rating Information – for management purposes only AR 735-5

SAFETY AND OCCUPATIONAL HEALTH

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
Performance				
SO01/SO02 Accident Prevention	Civilian Team Member Lost Time Incidents evaluated as rate. SOD: Lost time cases: DOL, OWCP-New Case create reports. Hours worked: HQUSACE (CERM-U) via MSC, Districts and Center Feeder Reports.	Rate reflects number of lost time injuries/illnesses claims per 200,000 worker hours (200,000 worker hours equals 100 worker years).	# of lost time claims multiplied by 200,000; that result divided by worker hours of exposure. Time period covered is prior 12 months.	Rating Criteria: GREEN: At or below 1.55 AMBER: Between 1.55 and 2.31 RED: At or above 2.31
	Contractor Injury/Illness Cases (involving days away from work) evaluated as a rate. SOD: MSC, District and Center Feeder Reports.	Rate reflects number of injury/illness cases (involving days away from work) per 200,000 worker hours (200,000 contractor worker hours equals 100 worker years).	# of injury/illness cases (involving days away from work) multiplied by 200,000; that result divided by worker hours of exposure. Time period covered is prior 12 months	Rating Criteria: GREEN: At or below 0.84 AMBER: Between 0.84 and 1.95 RED: At or above 1.95

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
1. Professionalism	All District Level Semi Annual Data- Call			
CEPR-O	**a. Certified Level III Acquisition Supervisors/ Managers Rate**	All 1100 series* Acquisition Workforce members level III certified supervisors and managers GS-12 or above.	Acquisition Workforce Level III Certified = Number of all supervisors/managers Level III Certified (GS-12 or above) divided by total number of all GS 12 or above, 1100 series supervisors/managers in the command times 100%.	Green: ≥90% Amber: 70-89% Red: ≤69%
CEPR-O	**b. Certified Level II Acquisition Personnel Rate**	All 1100 series* Acquisition Workforce members level II certified personnel GS-9 thru GS-12. * USACE defines 1100 series acquisition workforce as all 1102s, 1105s, and 1103s.	Acquisition Workforce Level II Certified = (Number of all Level II Certified GS-9 thru GS-12 divided by total number of all GS-9 thru GS-12, 1100 series personnel elgible for level II certification in the command) times 100%. (Note: Since 1106s have no certification requirements, they are not included in this calculation.)	Green: ≥90% Amber: 70-89% Red: ≤69%
CEPR-O	**c. 1100 & 800 Series Personnel Meeting or Exceeding DAWIA Rate/Section 808, NDAA**	All 1100 & 800 series acquisition work force personnel* who meet or exceed the DAWIA mandated minimum degree and education requirement of 24 semester business credit hours.	1100 & 800 Series Personnel Meeting or Exceeding DAWIA = (All 1100 & 800 series acquisition work force personnel who meet or exceed the DAWIA mandated degree and 24 credit hours requirement divided by (the total number of all 1100 & 800 series acquisition work force	Green: ≥ 50% Amber: >25-49% Red: ≤24%

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
			personnel minus the number of 100 & 800 series acquisition workforce personnel grandfathered)) times 100%	
	(1) 1100s with Bachelors Degree only	1100 series personnel who meet or exceed the DAWIAA/Section 808, NDAA degree requirement but do not have the required 24 semester hours in business related disciplines	(Number of 1100 series personnel who meet or exceed the DAWIAA/Section 808, NDAA degree requirement but do not have the required 24 semester hours in business related disciplines divided by the total number of 1100 series personnel) times 100%	
	(2) 1100s with 24 hours only	1100 series personnel who meet or exceed the DAWIAA/Section 808, NDAA education requirement of 24 semester hours in business related disciplines but do not have at least a bachelors degree	(Number of 1100 series personnel who meet or exceed the DAWIAA/Section 808, NDAA education requirement of 24 semester hours in business related disciplines but do not have at least a bachelors degree divided by the total number of 1100 series personnel) times 100%	
	(3) 1100s with neither	1100 series personnel who do not the DAWIAA/Section 808, NDAA education requirement of 24 semester hours in business related disciplines and do not have at least a bachelors degree	(Number of 1100 series personnel who do not the DAWIAA/Section 808, NDAA education requirement of 24 semester hours in business related disciplines and do not have at least a bachelors degree divided by the total number of 1100 series personnel) times	

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
	(4) 800s with Bachelors Degree only	800 series acquisition personnel who meet or exceed the DAWIAA/Section 808, NDAA degree requirement but do not have the required 24 semester hours in business related disciplines	100% (Number of 800 series acquisition personnel who meet or exceed the DAWIAA/Section 808, NDAA degree requirement but do not have the required 24 semester hours in business related disciplines divided by the total number of 800 series acquisition personnel) times 100%	
	(5) 800s with 24 hours only	800 series acquisition personnel who meet or exceed the DAWIAA/Section 808, NDAA education requirement of 24 semester hours in business related disciplines but do not have at least a bachelors degree	(Number of 800 series acquisition personnel who meet or exceed the DAWIAA/Section 808, NDAA education requirement of 24 semester hours in business related disciplines but do not have at least a bachelors degree divided by the total number of 800 series acquisition personnel) times 100%	
	(6) 800s with neither	800 series acquisition personnel who do not the DAWIAA/Section 808, NDAA education requirement of 24 semester hours in business related disciplines and do not have at least a bachelors degree	(Number of 800 series acquisition personnel who do not the DAWIAA/Section 808, NDAA education requirement of 24 semester hours in business related disciplines and do not have at least a bachelors degree divided by the total number of 800 series acquisition personnel) times	

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
		* USACE defines acquisition workforce as all 1102s, 1105s, and 1103s. The 800 series USACE personnel included in the Acquisition Workforce: (1) must be involved in construction contract administration; (2) must be a construction engineer (or architect), Civil Techs or Con Reps (802/809); (3) must be an ACO or in their feeder group at the GS 13 level or below.	100%	
2. Processes (Director of Contracting)	All District Level Semi Annual Data- Call			
CEPR-O	**a. Credit Card Usage Rate**	All credit card purchases made by all command personnel compared to all purchases made under the credit card dollar threshold limit.	Credit Card Usage = (Total number of bank-reported credit card transactions of the command divided by the number of all simplified acquisition procedures (Total number of bank-reported credit card transactions plus the number reported on DD Form 1057 block f1)) times 100%.	Green: ≥ 90% Amber: 80-89% Red: ≤79%
CEPR-O	**b. Operational Efficiency**	The average cost of operations for every dollar awarded for the	Sum of the total cost of operations relevant to each	Green: ≤ $0.06

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
	Efficiency	following categories: HTRW/Environmental Supplies Services Construction/Maintenance	category divided by the sum of total dollars awarded for each category	Amber: $0.06 - $0.10 Red: ≥ $0.10
CEPR-O	**c. Ratifications**	All ratifications as defined in FAR and EFARS occurring within the reportable period.	Number of reported ratifications occurring within the reportable period as listed in EFARS 1.602-3.	Green: Zero (0) ratifications within the reportable period. Amber: One (1) ratification within the reportable period. Red: Greater than one (1) ratifications within the reportable period.
CEPR-O	**d. Indefinite Delivery Contract (IDC) Usage** **(1) IDC Obligation Rate.**	All Indefinite Delivery Contracts (IDC) regardless of type (all "D" type contracts) as defined in FARS Subpart 16 and supplemental regulations. IDC calculations are performed individually for each area listed below, then combined for a total usage rate. HTRW Contracts: TERC PRAC A-E IDT Envir. Service	General formula for calculation of individual IDC Obligation Rate = (Total IDC obligations divided by the total available IDC contract capacity) times 100%. A cumulative Total IDC usage rate is calculated by summing the individual obligations and capacity data and using the formula above. (For this calculation use only that part of the IDC which has been exercised. The capacity of	Green: ≥ 50% Amber: 30-49% Red: ≤29%

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
		Civil/Military Contracts A-E IDT Survey/Mapping JOC Service/Supply	options that have not been exercised should NOT be included.)	
	(2) IDC(s) with less than 33% usage (Hollow)	Total IDC USAGE Rate	The number of all IDC(s) that will expire within one year following the report date with a usage rate less than 33%.	Green: Zero IDCs with less than 33% usage rate within the reportable period. Amber: One (1) IDCs with less than 33% usage rate within the reportable period. Red: Greater than one (1) IDC with less than 33% usage rate within the reporting period.
CEPR-O	**e. Contractor Performance Evaluation Rate**	All contractor performance evaluations as required by FAR 42.15 and implementing USACE regulations. Data for the calculation is obtained thru a random sample of *twenty* recently completed (older than 90 days) contracts consisting of all contract types (to include IDCs) is selected. The official contract file is checked for a completed and processed evaluation.	Contractor Performance Evaluation Rate = (Number properly completed and processed evaluations divided by 20) times 100%.	Green: ≥ 90% Amber: 75-89% Red: ≤74%
CEPR-O	**f. Contract Audit Follow-up (CAF) Rate***	See DODD 7640.2, AFARS, and EFARS Subpart 15.890-3 and subsection therein.		Green: = 100% Amber: N/A Red: < 100%

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
	* Not a field reported item. This element is based data presented by HQUSACE CAF AO in the quarters.	Calculation involves the complete, accurate, and timely submission of audit records in the semi-annual status report of specified contract Audit Reports.		
3. Structure	All District Level Semi Annual Data- Call			
CEPR-O	**a. 1100 Series Under Contracting**	In accordance with DAWIA, all 1100 series* personnel are to be under the supervision and control of the Chief of Contracting excluding the Small Business Personnel.	1100 Series Under Contracting = (Number of 1100 Series assigned and working in the Contracting Office divided by the total number of 1100 series personnel assigned to command) times 100%.	Green: 100% Amber: : 90-99% Red: ≤89%
	(1) 1100 Series Co-located with Customer (2) 1100 Series in Matrix structure	Number of 1100 series personnel co-located with the technical unit, project manager or other customer Number of 1100 series personnel in a matrix/team structure with technical or project personnel	Number of 1100 series personnel co-located with the technical unit, project manager or other customer Number of 1100 series personnel in a matrix/team structure with technical or project personnel	

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
		* For this metric USACE defines 1100 series acquisition workforce as all 1102s, and 1105s.		
CEPR-O	**b. Rightsize/Utilize Acquisition Work Force Rate**	The Rightsize/Utilize Acquisition Work Force Rate is the percentage of the Acquisition Work Force (both 800 and 1100 series) properly maintained in support of critical mission functions (Hub/Liaison) and utilized by the Command's Acquisition Work Force Manager.	Maintain/Utilize Acquisition Work Force Rate = (The number of Acquisition Work Force (both 800 and 1100 series) properly rightsized and utilized divided by the Total number of Acquisition Work Force) times 100%.	Green: ≥40% Amber: 20-39% Red: ≤19%
4. Automation	All District Level Semi Annual Data- Call			
CEPR-O	**a. Use of Army Single Face to Industry (ASFI)**	SAAL-PA directed that solicitations be posted to the ASFI starting no later than 1	(Number of solicitations posted to ASFI divided by the total number of solicitations issued)	Green: ≥ 95% Amber: 80-94% Red: ≤79%

PRINCIPAL ASSISTANT RESPONSIBLE FOR CONTRACTING

Functional Area and Proponent	Indicator and Evaluation Visibility Level Source of Data	Definition	Calculation (s)	Rating Criteria Governing Regulation or Law
		May 2000.	times 100%	
CEPR-O	**b. Solicitations Using Electronic Bids/Proposals**	Number of solicitations using electronic bids/proposals	(Number of solicitations using electronic bids/proposals divided by the total number of solicitations issued) times 100%	Green: ≥ 90% Amber: 70-90% Red: ≤69%

Annex A

RELATIONSHIP OF THE CCG TO PUBLIC LAW

The CCG is built on a clear and modern foundation of public laws. The six pillars of management in the U.S. Government noted below are dynamic, fully implemented by most Government organizations and directive in nature for all U.S. Executive Agencies. Our CCG and, indeed, our entire existing—and future—USACE management organization must answer to these Federal mandates. It follows then that our CCG must be fashioned so as to carefully reflect each of the following six overarching public laws for management.

- Federal Managers' Financial Integrity Act of 1982
  (Public Law 97-255)
- Chief Financial Officers Act of 1990, (CFO)
  (Public Law 101-576)
- Government Performance and Results Act of 1993, (GPRA or Results Act)
  (Public Law 103-62)
- Government Management Reform Act of 1994
  (Public Law 103-356)
- Paperwork Reduction Act of 1995, (PRA)
  (Public Law 104-13)
- Clinger-Cohen Act, (formally referred to as the Information Technology Management Reform Act [ITMRA])
  (Public Law 104-106), 1996

Each of these public laws is briefly summarized below.

Federal Managers' Financial Integrity Act (FMFIA) of 1982. Amended the Accounting and Auditing Act of 1950 to require ongoing evaluations and reports on the adequacy of the systems of internal accounting and administrative control of each executive agency. The FMFIA, implemented through the Department's Management Control Program, requires all DoD managers to assess the effectiveness of management controls applicable to their responsibilities. If material deficiencies are discovered, managers must report those deficiencies with scheduled milestones leading to the resolution of the deficiencies.

Chief Financial Officers Act of 1990. This act broke new ground in public law for Federal management more than a decade ago. The CFO Act was one of several major Federal management reforms made into public law. The CFO Act legally established both the definition and duties of all Federal CFOs—starting with creation of a completely revised and expanded set of duties and responsibilities for the Deputy Director for Management of the Executive Office of Management and Budget (OMB). This top-level official was named to be the Federal CFO and

therefore, "the chief official responsible for financial management in the United States Government" (United States Code, title 31, sec. 201). The Corps has aggressively implemented the letter and intent of the CFO Act in naming our Director of Resource Management as our USACE Chief Financial Officer.

Government Performance and Results Act of 1993. The objective of the Results Act is to redirect Federal agencies' current focus and preoccupation with processes and activities to a focus on achieving desired program results. Program results are defined in terms of intended program outcomes (authorized program purposes), customer satisfaction, and service quality. To accomplish this redirection of management focus the Results Act requires the following actions:

- Develop a strategic plan by end of FY 97 and subsequently in three-year intervals. Each plan should:
    - Look forward at least five years.
    - Include the agency's mission statement.
    - Identify the agency's long-term goals.
    - Describe how the agency intends to achieve these goals through its activities and human, capital, information, and other resources.
- Submit an annual performance plan beginning in FY 99 and each succeeding fiscal year. The plan should:
    - Provide a direct linkage between strategic planning goals and program performance goals in terms of achieving mission, strategic goals, and authorized program purposes.
    - Contain the agency's annual program performance goals.
    - Identify the program performance measures the agency will use to assess its progress.

The Results Act requirement for a disciplined linkage of strategic planning to performance planning and accountability reporting is to facilitate the redirection of organizations to results-oriented management. A result orientation overcomes some of the limitations of measuring organizational success primarily in terms of activities and processes (e.g., funding account expenditure rates, number of decision documents completed on schedule, or regulatory permits processed). The Results Act directs management to measure success in terms of desired program results (e.g., improved flood damage prevention, improved navigation services, wetland acres preserved).

The distinction between measuring processes and outcomes is important**.** When an agency focuses on outcomes, it defines the "bottom line" of its business endeavors. Those who assess an agency's role and worth can do so in terms of the products and services the agency actually delivers. It is the program outcomes that make sense to the agency's customer base and to those who fund its programs.

The CCG aligns with the intent of the GPRA. Many of the component requirements of this act are present in the CCG and hold the potential to align annual organizational goals with budget activities, performance indicators, measurement criteria, and resource guidance. With each edition of the CCG, we can more closely link program goals and resources with the USACE Strategic Vision.

The effect of the Results Act will not be to replace existing process performance measures with a different set of outcome measures, but to produce a more balanced set of performance measures. By implementing a **Balanced Scorecard** approach to measuring results across key dimensions of performance (e.g., program outcomes, customer satisfaction, service quality, management effectiveness and efficiency, and quality of work life), we can better plan for and achieve success in ways that meet stakeholder needs and expectations.

The USACE evaluation of mission execution (the Command Management Review or CMR) and internal Program Review Boards are evolving as management vehicles for implementing the USACE Strategic Vision. As these forums evolve and pick up the results-orientation dimension, they will also support fulfilling the objectives of the Results Act.

Government Management Reform Act of 1994. This Act amended the Legislative Reorganization Act of 1946 and other Federal law to limit annual cost of living adjustments for Members of Congress, the Vice President, senior Government officials, and Federal judges. It also amended Federal civil service law to eliminate unlimited accumulation of annual leave by members of the Senior Executive Service and set a limit on excess leave of 90 days per year. Further, the Act authorized the Director of OMB to publish annually in the President's Budget any recommendations for the consolidation, elimination, or adjustment in frequency and due dates of statutorily required periodic reports to the Congress or its committees. And it amended federal law to require direct deposit of federal wage, salary, and retirement payments by electronic funds transfer for recipients who begin receiving such payments on or after January 1, 1995. Authorized the Director of the Office of Management and Budget (OMB) to consolidate or adjust the frequency and due dates of statutorily required periodic agency reports to OMB or the President and agency or OMB reports to the Congress under any laws for which OMB has financial management responsibility; and required the annual financial statements of executive agencies to be audited prior to submission to OMB.

Paperwork Reduction Act of 1995. This important member of the U.S. Code is often overlooked when considering the laws which molded resource management in the government. In fact, without the Paperwork Reduction Act of 1995, modern Federal resource management—financial, human, or information resources—could not function or perhaps even exist, in any efficient, performance providing sense.

This national guidance is important to the Corps and the CCG because it requires Federal agencies to:

- Be responsible—in consultation with the senior official and the agency Chief Financial Officer (or comparable official), each agency program official shall define program information needs and develop strategies, systems, and capabilities to meet those needs.

- Develop and maintain a strategic information resource management plan that shall describe how information resource management activities help accomplish agency missions.

- Develop and maintain an ongoing process to–

  - Ensure that information resource management operations and decisions are integrated with organizational planning, budget, financial management, human resources management, and program decisions.

  - Fully and accurately account for information technology expenditures, related expenses, and results. This is accomplished in cooperation with the agency Chief Financial Officer or comparable official.

  - Establish (1) goals for improving information resource management's contribution to program productivity, efficiency, and effectiveness; (2) methods for measuring progress towards those goals; and (3) clear roles and responsibilities for achieving those goals.

- Ensure that the public has timely and equitable access to the agency's public information.

- Provide public information maintained in electronic format and to provide timely and equitable access to the underlying data (in whole or in part).

Finally, this Act provides the first clear and understandable definitions for information resources, information resources management (IRM), and information technology (IT).

Clinger-Cohen Act. This act complements the GPRA in that the Chief Information Officer (CIO) and the Chief Financial Officer (CFO) partner together to ensure that information technology (IT) investments are aligned with business strategies and managed on a portfolio basis—including both risk and cost considerations, and that IT investments are directly linked with measuring business performance results. The CCG contains critical components to move the Corps further towards alignment with the ITMRA. Critical to the USACE CIO's FY 03 agenda will be:

- Integrating IT planning and Architecture 2000+ with corporate business strategies.

- Performing IT investment management through the Information Technology Investment Portfolio System (ITIPS).

- Providing increased definition to IT governance, including establishing core performance measurements and increasing emphasis on IT asset management.

- Promoting IT competencies throughout the workforce.

- Seeking opportunities where emerging IT can be leveraged for competitive business advantage, as well as business process improvements.

- Ensuring that information security policies, practices, and procedures are in accordance with Operations Order 99-001 (Positive Control).